Revitalizing Rust: Economic Revitalization Through Quality of Life Development in Anderson, Indiana.

An Honors Thesis (LA 404)

By

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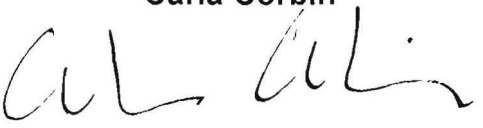

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Abstract

Many cities in the U.S. have faced difficult times in the past few decades. With manufacturing industries leaving major cities they once supported, many communities in and around the rust belt have lost much of what drove their economies. Cities such as Chicago or Indianapolis remained upper tier cities due to a diverse economy that lessened the impact of industry loss. Smaller third-tier cities were not so lucky. Because their economies were based on a handful of manufacturers in the same economic sector, the loss of this business hurt them proportionally worse.

As our culture has grown into a global market the economic strength of cities has become even more crucial. In order to survive and grow, communities must be able to bring in revenue and sustain it within their economies for as long as possible. Without businesses and industries to generate this reinvested revenue, the economy will slowly bleed all of its assets dry.

This project investigates how new knowledge and creativity-based industries can be attracted to cities through tangible Quality of Life improvements. Research by White and Cohen shows that knowledge and creativity-based industries tend to locate in cities that have high concentrations of physical Quality of Life amenities (White p. 8-9, Cohen p. 11).

The research and design focus specifically on the needs of Anderson, Indiana, as a test case for economic revitalization. Through this study, the needs of Anderson in terms of Quality of Life improvements, economic growth, and business diversity are compared to the needs and desires of businesses when choosing what city and region in which to locate. The result of this research is a Quality of Life plan containing the city wide amenity developments necessary to attract new businesses, and examples of potential business amenity development.

Acknowledgements

I would like to thank Tamera Doty-Davis, Doug Zook, and Kevin Smith from the City of Anderson for their time and assistance during this project.

I also thank Carla Corbin, my advisor, Dr. Amy Gregg, John Motloch and all other professors that assisted with the research and design phases.

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REVITALIZING RUST:

ECONOMIC REVITALIZATION THROUGH QUALITY OF LIFE DEVELOPMENT IN ANDERSON, INDIANA

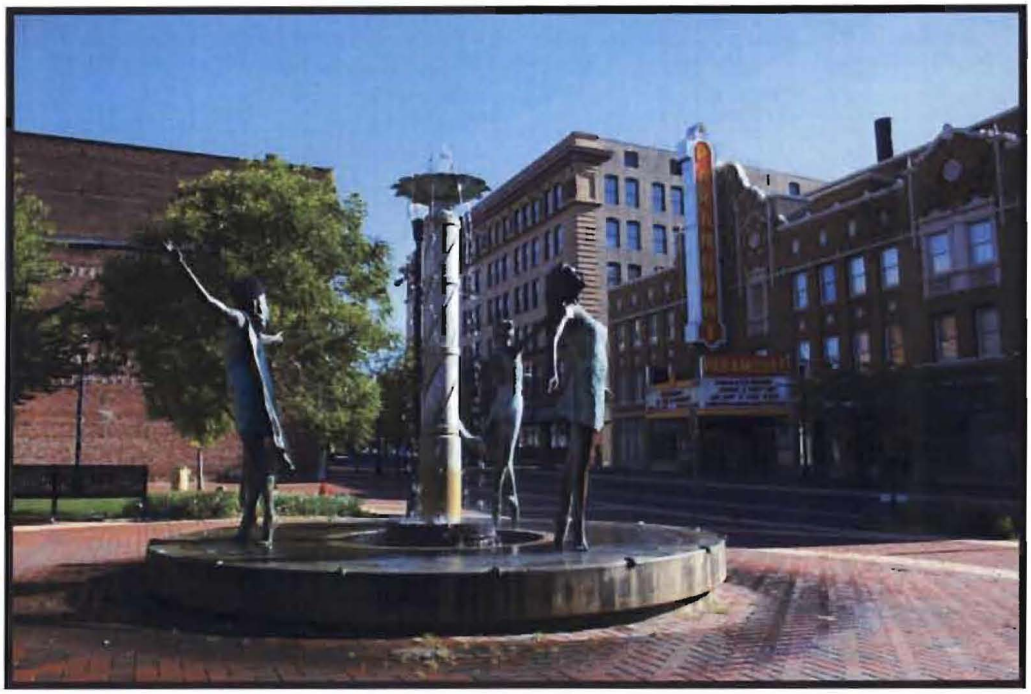

FIG. 0.1 "ANDERSON TOWN CENTER"

DOUGLAS H. SHANNON - APRIL 2012 - LA 404

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PROJECT BACKGROUND

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INTRODUCTION

This project determines what changes and developments must be made to Anderson, Indiana, in order to attract new knowledge and creativity-based industries; as well as what specific amenities will attract businesses the city specifically wants. Like any structure or efficient system, a community, regional, or U.S. economy needs a diversified economic base in order to support itself. In recent years a large portion of this base has been lost. This loss is not limited to one industry. Farming, to manufacturing, to retail, all have either left cities they once supported or have become disconnected to the point they draw funds from the community until it is no longer profitable to remain. In October 2009, the manufacturing industry in the United States decreased to 11.7 million employees, a total loss of 5.5 million jobs or 32 % of the industry since October 2000 (McCormack). Employment in this sector has not been this low since 1941. (ibid)

In order for our local and regional economies to function they must have a stable base. Cities such as Detroit, Flint, Birmingham, Dayton, Baltimore, Buffalo, and Indianapolis are mentioned first in similar discussions, but smaller third-tier cities, such as: Muncie, IN; Michigan City, IN; Flint, MI; Youngstown, OH; and other cities with populations below 150,000, are affected proportionately worse. Anderson, Indiana, is one such city. It was home to a sizeable automotive industry during the 20th century, until these companies decided to relocate their factories. Now the city is trying to reimagine itself and attract new, modern businesses.

Anderson's economic problems cannot be solved by bringing back the old manufacturing industries. They left for a reason and bringing them back would only put the city into a position to repeat past events. Economic revitalization can only be brought about by diversification, not stagnation. The balancing factor for former manufacturing cities is knowledge and creativity-based industries such as: marketing groups, computer programming companies, artistic studios, and information technology firms, among others. When looking for new locations to conduct their businesses, these industries evaluate the economic value of the city's environmental and Quality of Life amenities, henceforth referred to as QOL.

The QOL of a city or community can be a difficult concept to define. In general, it refers to the quality of the environment which the city and community create, the safety and security provided to residents, recreation, health-care, education, infrastructure, water and air quality, and general social character. These factors are important for knowledge and creativity-based industries because the ability to recharge the intangible psychic income of their employees hinges on the availability of tangible recreation and leisure activities (Siegel p. 26, Musterd p. 8-9). By focusing on and improving the QOL and environmental amenities, Anderson will attract these new businesses and achieve a more diverse economy.

PROBLEM STATEMENT

To revitalize the economy of Anderson through tangible QOL improvement, several questions must be asked first. What are the specific amenities and environmental assets that the city of Anderson possesses that need to be developed in order to improve the city's and its citizen's overall QOL and economy, and how can this development be directed to attract new knowledge and creativity-based industries?

SUB-PROBLEMS

- What led cities like Anderson to the current state of affairs?
- What is the current state of Anderson's QOL amenities and what amenities and assets can be improved?
- What QOL factors are knowledge and creativity-based industries looking for?
- What QOL factors do the citizens of Anderson want to see improved?
- What success have other small cities had in attracting new businesses with QOL improvements?

KEY TERMS

Physical Quality of Life factors: Amenities and features of the city or community that residents physically interact with, i.e. parks, greenways, entertainment venues, social gathering spaces, major environmental features, etc.

Third-Tier City: A city with
1. A population less than 150,000.
2. Incorporated before 1950.
3. A population that has not tripled since 1950(Siegel p 5).

City: The area within the municipal boundaries which define and differentiate a population from those in the surrounding region. By Indiana law, a city is defined by a population of 35,000 or more (Indiana State Government).

Region: The area around a city which relies on its economy for employment, commerce, and revenue

Community: An area defined by the sense of belonging shared by the people within it. This can vary in size from a neighborhood to major portions of the region. This sense of belonging is usually based around central cultural or character aspects.

Psychic Income: The resource that creative and knowledge based industries "harvest." An individual's potential to accomplish creative activities, problem solving, or critical thinking. It is directly correlated to the state of mind of the person to whom it applies.

Knowledge and Creativity-Based Industries: Businesses that provide products and services derived from their employees' psychic income. (Ex. marketing, information technology, and computer science / programming)

PROJECT SIGNIFICANCE

This project is important to the City of Anderson, the profession of Landscape Architecture, and the knowledge and creativity-based industries that the project attracts. As stated in the literature review, the City of Anderson has fallen on hard times. A plan that will attract new businesses and balance the economy of the city is critical to bring new life to Anderson. For Landscape Architects, this project shows how their work can directly relate to economic improvement for cities and communities. Finally, knowledge and creativity-based industries can contribute to an area of research lacking data, use this project to decide where to locate their new business, or to discuss with city officials about the city's amenities and how they will grow and benefit their employees. Ultimately, this is a unique project that benefits cities, residents, businesses, and professionals alike.

HYPOTHESIS

- Quality of Life improvements can be used to attract Knowledge and Creativity-based businesses to third-tier cities, bringing diversity and new life to struggling economies along with it.
- Community economies do not lack successful businesses, but successful businesses that reinvest their revenue into the community's economy and quality of life.
- Employees that enjoy the community they live in will be more productive for their respective employers. Therefore, improving Anderson's quality of life will attract new business and industry to the area.

ASSUMPTIONS

- Businesses consider tangible quality of life factors when choosing a location.
- Businesses are concerned with their employees' quality of life.
- Business employees care about the community they and their families live in
- Citizens of a community with historical and cultural character will work to preserve and enhance these qualities
- The city of Anderson wants its economy and quality of life to grow.

DELIMITATIONS

- This project is limited to the physical realm and will not tackle local, regional, or state administration and policies.
- This project does not find funding for future development
- This project does not develop new business policies for the city of Anderson
- This project does not prescribe specific businesses for the city of Anderson

PROJECT TIME LINE

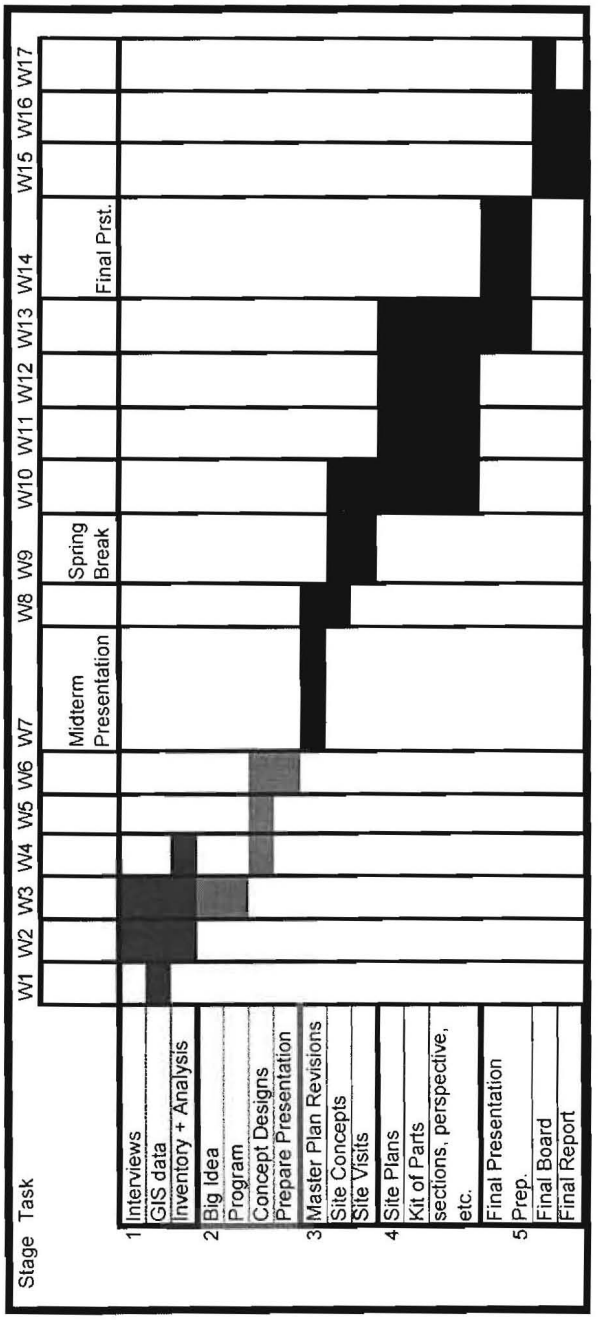

FIG. 1.1 "PROJECT TIMELINE"

LITERATURE REVIEW

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INTRODUCTION

Many QOL factors can be directly related to the state of the economy which supports them. In a sense, the potential for positive and negative self-perpetuating spirals is present. If the economy suffers and businesses leave, the QOL will suffer, which may cause more businesses to leave. On the other hand, if the QOL is improved, new businesses may be attracted which would boost the economy allowing for further QOL improvements. This research project focuses on the tangible aspects of QOL amenities, specifically recreation and leisure facilities, their infrastructure, the historical and social character elements that differentiate these facilities from other cities and how they can be used to attract new businesses and industries. This literature review looks at four topics:

1.What brought cities like Anderson to their current states?

2.What do new businesses look for in a city when relocating?

3.What community amenities benefit quality of life the most?

4.What have similar cities done to improve their QOL and revitalize their economy?

While these questions can be answered by investigating into city, county, or regional policies, the scope of this research is limited to tangible elements.

HISTORICAL TRENDS

Anderson's economy grew rapidly in the late 19th and early 20th century with the development of automotive manufacturing. As with many other present-day rust belt cities, Anderson's economy became based on the manufacturing industry as it began to grow and bring new prosperity to the city. This was driven by the discovery of large natural gas deposits in early 1887 that allowed many other farming communities to become manufacturing centers in the region. (Glass, p. 315) This gas boom lasted for several years, but the economic benefit was short-lived. When the gas wells began to lose pressure, smaller communities such as Eaton, Redkey, and Upland shrank by one third to nearly one half of their pre-boom size. Factories in Anderson rode out the gas bust by switching to different fuel sources, such as manufactured gas or coal. (Glass, p. 332-333)

As Siegel and Weber state, these cities relied on one industry or a few large employers to support their economies. While they found new energy sources when the natural gas ran out in 1902, they could not prevent the manufacturing industries from globalizing and moving overseas during the 1960s, 70s, and 80s. The city would not be home to these industries permanently. Between the 1970s and 1980s, with growing globalization, manufacturing industries looked toward different locales with lower overhead costs and cheaper labor. The ideological reasons for the deindustrialization of the steel belt were due in part to the nations political and business elite feeling little attachment to communities other than their own (Hale p. 193). Without a reason to stay aside from proximity of resources, manufacturing industries chose to leave in the wake of increased ease of national and global trade. When these businesses decided to

move to new regions or countries the remaining economic sectors were not enough to support the needs of the city and its economy shrank. Many projects and initiatives have been undertaken in cities like Anderson to bring life and a new vision back to these once prosperous areas. However many of these plans have proved fleeting in their support of the community's economy. These projects seek to rebuild the community through large single use projects that attract people in droves. The logic behind this seems shaky when trying to bring an economy back by using projects that support it in the same way the former industries did. Facilities such as convention centers, aquariums, stadiums, and other large single-use facilities often ignore the contextual urban fabric around them. (Gratz, p. 2-3) Gratz believes these projects fail to bring new life to an economy because they do not have a long term vision for their place in the community. However, this does not mean that single-use facilities are not conducive to a new QOL plan.

Compare the single use approach to the rebirth of Cleveland, Ohio, and the advantages of long-term vision and growth are evident. In the 1970s, Cleveland was much the same as other struggling rust belt cities. From '79 to '83, the region lost 30 percent of its manufacturing employment, the Cuyahoga River was ecologically dead, and the city was defaulting on its debts. This was not a situation that one single project could solve. New vision for the city and its "renaissance" began with the streamlining of the Cleveland's planning, economic, and community development departments. Soon after, the Cleveland Tomorrow group, working with the city development departments, researched the city's problems and possible solutions to them. Projects implemented into the following

plan were selected based on how they fit into the broad development plan and the appeal the community had for them. Results of this development process generated over 8,000 jobs from 1989 to 1998, while job growth in other cities in the region and state stagnated or shrunk (Vale, p. 98-106). Some large cities have survived the loss of their manufacturing industries because they had legacies of other resources and amenities to draw and develop upon. While developing legacy resources, such as parks, museums, and recreation facilities, for a community takes much longer than a single large project, the long-term benefit to the region is much more stable. (Siegel, p. 31; Gratz, p. 2, 251)

While solutions to the problem of deindustrialization are debated between Gratz and Vale, its cause is agreed upon. Siegel and Hale agree that the reason for the economic hardships of third-tier cities is due to their lack of a diversified economy. The solution would then be to create a diversified economy. Gratz says that the use of "project based" improvements is only a short term solution. Vale, however, says that these improvements can be helpful if they fit within a larger improvement plan. While the specific pieces of an improvement plan can be debated, if they do not include features that knowledge and creativity-based industries are looking for, they will not have the effect desired by the city and community.

ATTRACTIVENESS OF AMENITIES

The industries of the United States are vastly different today than they were during the late 19th and early 20th century. The manufacturing giants have been replaced by information, technology, and service industries that have found a place in the ever growing world of the internet and telecommunications. The most important factor in attracting these new businesses to a community is to understand what resources they are looking for. What is important and pertinent to the topic at hand is the quality of physical resources, urban fabric, and the landscape. The manufacturing industries of the past located in communities with large natural resource bases for the purposes of production, the information, technology, and service based industries of today look for the availability of natural resources for their employees. In a study on third-tier cities by Siegel the following was found about the importance of quality of life to business location decisions: "As the focus of economic activity shifts more toward the service sector ... The new variable has become psychic income." (Siegel, p. 26) Legacy resources, mentioned earlier, help rejuvenate psychic income, the resource knowledge and creativity industries harvest.

When choosing a new location, businesses look for many different quality of life factors in the community. Some of these are direct in terms of their benefit to the company or its employees while others have an indirect effect on decision factors. The most direct quality of life factor is the benefit it provides employees. If the business is an information headquarters, creative industry, or other intellectually based operation, then a potential city that has well maintained community amenities will likely improve the psychic income of the employees through recreation opportunities or local entertainment. For

example, the decision made by Adobe Systems to move from their suburban location to one in downtown San Jose, California was based on the commuting time that would be saved by employees and improved time efficiency due to local dining facilities (Cohen, p. 11). The parks and open space system of a city, whether in proximity to the office or home, also have an effect on the mental state of employees. For a creative industry that relies on creative employees, the need for relaxing and mentally stimulating spaces is a necessity (Musterd, p. 8-9). While some businesses may only care about the financial policies of a city, the growing industries of creativity, information, and technology require more benefits for their employees to ensure the success of the company. In a research survey of 166 Colorado companies, Love et al discovered that small to medium sized businesses, ~87 or less employees, placed the most value on recreation amenities when choosing a new location (Love et al). However, these are only the direct quality of life factors that businesses look for. Many of the same industries look at a city's long-term visions and plans when deciding if it is the right place to set up shop for the foreseeable future; for the businesses future success can only be envisioned as far as that of the city it is located in.

As businesses look to relocate in a new city the deciding factor, next to amenities and quality of life, is education. The education sector, particularly higher education, is an attractive boon for a community for two reasons. First, as the business plans for its long term future, the need for and availability of skilled workers comes into play. If the city cannot provide potential employees of the desired caliber, the business will not succeed. Second,

the business must consider the attractiveness of the city or community to its employees. If employees are not satisfied with the potential education their children will receive, they might find a new place of employment or vote against relocation to the community. Among the many studies performed on business relocation decision factors, education consistently ranks at the top, especially among knowledge and creative industries (Siegel, p. 25-26, Musterd, p. 14). As these industries grow, so too does the level of competency needed for successful business. According to Cohen, "in a survey of business leaders, 72 percent cited workforce suitability as a top criterion" (Cohen p. 15). While the scope of this project is not to develop new education policies it does look for a connection between quality of life and education.

FIG. 2.1 "TOWN CENTER BUSINESSES"

EFFECT OF AMENITIES ON QOL

Defining the benefit of amenities to quality of life is an extremely subjective task. While a garden or a pool, depending on its size, may increase the quality of life for a household or a small neighborhood, it does not have the community wide effect this research is looking for. To attract new businesses and industry, the amenities must provide the greatest good for the most people in the community. Cultural and entertainment facilities are cited as having a significant impact on perceived quality of life (Gratz, p. 251-253; Siegel, p. 27). These amenities are the basis for the character of a community, but in order to succeed they must be supported by the community. People are not attracted to these places simply for their entertainment value, but for the social value as well. For example, Netty's Café in the small town of Atwood, Illinois, was going out of business. Yet, the social value of the café was so great that the community formed a not-for-profit group to keep it open (Gratz, p. 251-252).

Studies performed by White et al and Ferguson et al show the specific effects regional amenities and the ensuing creative and knowledge based industries can have upon a city and community's QOL. The study by White et al, of the northern New England region shows that environmental amenities, specifically the northern forests in the region, have had a positive effect on the region's economy and population levels since the 1970s (See Figure 1 in 2). Empirical results show that as manufacturing dropped off during the late 70s and early 80s, access to local amenities resulted in population increases of 1.98%, economic growth of 3.3%, and income gains of 2.48% (White et al 54). On a smaller scale, the work of Ferguson et al shows the more recent effect QOL amenities have

had on populations. Economic strength was found to have the greatest impact on population growth in all regions. However, in urban regions, amenities had the second strongest impact, accounting for approximately 22% of the population change. Also, amenities accounted for the largest amount of change in young adult and adult groups, those who make up the largest portion of the work force (Ferguson et al. 87, Fig. 2 in Appendix 2).

Before a quality of life and economic growth plan can be developed, the assets and amenities of Anderson must be understood. Presently the city is home to 32 parks and recreation facilities (City of Anderson). Among these are Mounds State Park, Killbuck Wetland, and the White River Trail. On the arts and entertainment front Anderson has six facilities including an arts center, an orchestra hall, and several theaters. The greatest natural feature the city has is the White River. As shown in the case studies, this should be a central focus of the plan and the backbone for other features. The greatest necessity for the city is connections between parks and other recreation features.

CASE STUDIES

WILMINGTON, NC:

The story of Wilmington, North Carolina, is strikingly similar to that of its rustbelt counterparts. Wilmington is located in the Cape Fear region of North Carolina, along the southern coast. The city's initial growth was due to the success of ship building, cotton trade, and the rail industry. As with the rustbelt cities, Wilmington fell on hard times in the 70s. By 1979, most of the retail, industry, and business had been siphoned off by suburban malls. The city hired EDSA in the early 80s to develop a new master plan for the downtown area, one that would revitalize the city and bring in new businesses. The result of their plan was to emphasize the historic character of the downtown area and to bring a new focus to the waterfront. "The central idea was to invest in public facilities to 'leverage private investment downtown.'" (Schwab) Development along the waterfront consisted of a pair of parks at either end of the central business district. While two parks do not make a revitalized economy, their presence has kept downtown development on track and helped to raise an additional million dollars in expansions to the waterfront. Evidence of this development is present in retail sales and the establishment of new industries in the city. Between 1980 and 1987, retail sales nearly doubled from $27.5 million to $50.3 million. Today the city is a national film-making and media center as well as part of the North Carolina research coast. (Schwab)

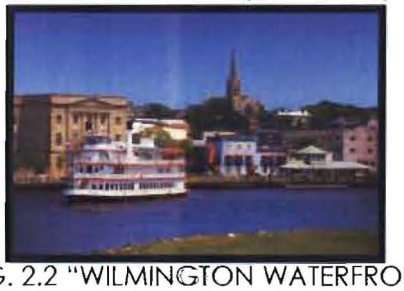

FIG. 2.2 "WILMINGTON WATERFRONT"

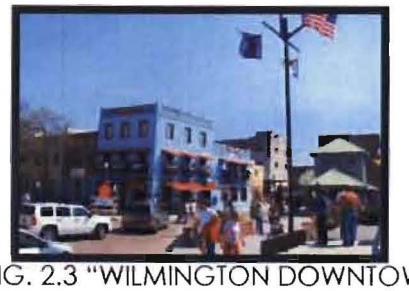

FIG. 2.3 "WILMINGTON DOWNTOWN"

AUSTIN, TX:

Austin, Texas, does not have the same background as cities in the rust belt. In 1970 when manufacturing industries were leaving the steel belt, Austin had no importance as either a successful or struggling city. More of a bedroom community, Austin was plagued by severe urban sprawl. The effects of sprawl culminated with the Barton Springs incident in 1990. Barton Springs, a well established public pool and landmark, received its water from the Edwards aquifer after it traveled underneath the new sprawl developments. When damage to the aquifer became evident through contaminated water, community members demanded investigation. It was revealed that the contamination was a result of the ecologically harmful effects of the new developments. Through the efforts of community groups, the development was halted. This was the first major step towards the city's environmental and economic development. Since the Barton Springs incident, Austin has followed a "Smart Growth" plan for development, which it advertises as a major component of the city's QOL. Today the city has won multiple awards for its sustainable practices, its culture, and livability. (Busch)

FIG. 2.4 "AUSTIN DOWNTOWN"

GREEN BAY, WI

Green Bay, Wisconsin, is well known for its football team, cheese, and manufacturing; however, it is known for little else. As with many major cities within the rust belt, the urban center of Green Bay was once a thriving, bustling, and vibrant place. Following the migration of industry and business out of downtowns and into the suburbs, the 60s and 70s saw the transformation of the waterfront from a place where ships were constantly loading or unloading cargo and raw goods sat mere feet from the waters edge, into a space used for parking and trash collection (Arvidson). The city's first attempt to preserve its downtown businesses was to build a pedestrian mall that spanned several blocks, but was ultimately unsuccessful. The recently completed "City Deck" project by the Stoss Landscape Urbanism firm is a three block long plaza and promenade designed specifically for social gathering and interaction. Evidence already exists of the plaza's impact on urban revitalization. Since its completion several new restaurants and businesses that would not have located there several years ago have moved in mere blocks away from City Deck. Additional downtown development has occurred around the new plaza as well as the demolition of the mall. This example shows the impact a small scale project focused on usefulness to citizens can have on the economic growth of the community. (Arvidson)

CONCLUSION

The reviewed literature outlines the fundamental basis of the problem that has brought third-tier cities to their current position. This literature demonstrates that a lack of diversity within the economies of these third-tier cities, and a lack of connection between businesses and the community, led to the transformation of the steel belt into the rust belt. To attract new knowledge and creativity-based businesses, cities must develop the resources that will attract them; specifically those that help revitalize the psychic income of employees. The three case studies presented here lend credence to this statement. The cities of Wilmington, Austin, and Green Bay have all developed the natural features they possess to improve their overall QOL and attract new industries. As with these case studies, existing facilities and natural features were evaluated before the amenity plan was developed.

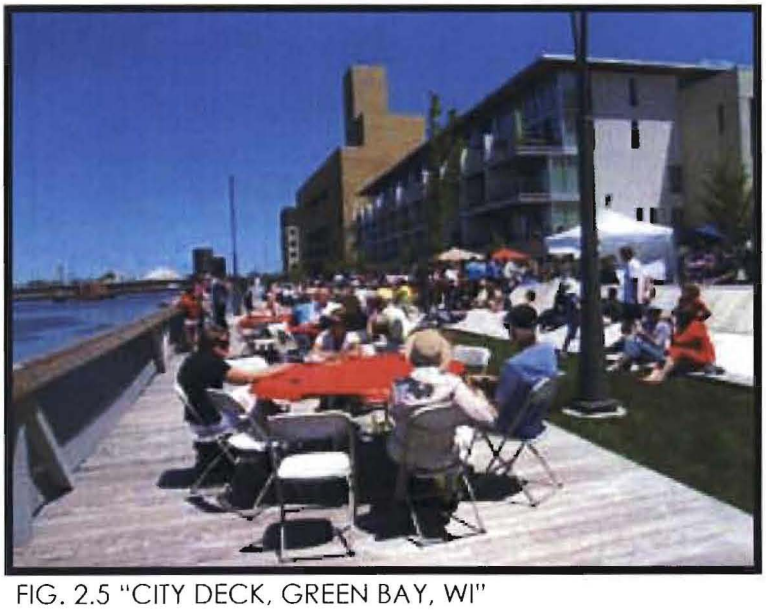

FIG. 2.5 "CITY DECK, GREEN BAY, WI"

RESEARCH / DESIGN PROCESS

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INTRODUCTION

The goal of this comprehensive project is to determine what the specific amenities and environmental assets the city of Anderson possess, what needs to be developed in order to improve the city's and it's citizen's overall QOL and economy, and how this development can be directed to attract new knowledge and creativity-based industries. The importance of QOL factors is based on the needs and desires of citizens, companies, and the community at large. This presents a challenge because the perception of these elements changes from one person to the next. This leads to the following question: based on these factors and analyses, which QOL amenities should be improved in order to attract which businesses? Siegel states, "As the focus of economic activity shifts more toward the service sector ... The new variable has become psychic income." (Siegel, p. 26). While many QOL factors can attract similar businesses, the needs and desires of the community must be taken into account. Thus, the community's own QOL needs must be considered as well.
The collection of research for this project was carried out via three methods:

1.Quantitative data collection from studies and reports.

2.Qualitative interviews that will be conducted with city officials and community leaders.

3.Case studies of cities that have grown out of similar situations as Anderson and other Rust Belt cities.

QUANTITATIVE APPROACH

The quantitative approach produced data for both viewpoints of the main research question. Studies performed by White et al and Ferguson et al yielded data on the economic and societal effects of regional amenities and knowledge and creativity-based industries. Other studies by Cohen et al have documented the reasons for which selected businesses have decided to locate in communities with high QOL factors. As the plan for Anderson was developed, the quantitative research was continued on a case by case basis when information for specific amenities and business types was needed. This was collected from peer reviewed journals or other documents that have been reviewed by such sources. This data primarily covers the business interests and QOL effects as a whole, but does not address the needs of Anderson.

QUALITATIVE APPROACH

To understand the specific needs and desires of the citizens of Anderson, data was also collected through a qualitative interview method. Interviews were conducted with Tamera Doty, Urban Forester and registered Landscape Architect at the City of Anderson, Doug Zook, head of the Anderson Parks Department, and Kevin Smith, Mayor of Anderson. These interviews provided insight regarding the current state of Anderson parks and what will benefit the city. Specifically, Mr. Zook and Smith stated in their respective interviews, "the existing amount of park land is adequate for the population of Anderson. What Anderson lacks is [non-vehicular] connections between these facilities." Before these interviews were conducted, IRB approval was sought. However, during the training modules for social and behavioral research, it was discovered that the questions to be asked during these

interviews would not need IRB approval as they were not of a personal nature. The results of these interviews informed the selection and design of QOL amenities within the community, but had to be refined to create a plan that benefits the whole city.

GIS DATA

To understand the existing conditions of Anderson, GIS shapefiles were used along with ESRI's ArcGIS ver. 10. GIS was chosen for its ability to work at large scales and analyze data tied to point, lines, and polygons. Shapefiles analyzed included: Madison County Topography, Census Blockgroup Data, Anderson Recreation Facilities, Existing Trails, Neighborhoods and their income levels, as well as roads, waterways, and other physical features. Together, these data were used for the inventory, analysis, and amenity plan development phases of the design process. These files were obtained from the Indiana Map website at http://www.indianamap.org/index.html

CASE STUDIES

Case study information was collected on cities that made a similar comeback or economic growth in the knowledge and creative industry sector. These cities include Wilmington, North Carolina; Austin, Texas; and Green Bay, Wisconsin. Important information gained from these studies includes what amenities were developed, the effects on the economy, population, business diversity, or general QOL, and how the economies of these cities are performing today. Research on case studies continued through the project as new challenges arose or the need for specific amenity development became evident through other research avenues. The results guided the development of specific QOL amenities, and the best uses for the Anderson community and future businesses.

SITE SUMMARY

The city of Anderson fits the criteria established by the literature review and problem statement. Criteria used for selection follow:

1.The community must meet the requirements of a third-tier city.

2.Should be a nearby city as travel expenses and transportation are limited.

3.The local economy should be actively seeking to attract creative and knowledge based industries.

4.The addition of these industries should only improve the diversity of the community's economy.

5.Regionally accessible and attractive features should be present as a basis around which design and QOL improvement can occur.

6.Character-defining amenities should exist in the community, such as theaters and other entertainment venues, historical sites, and similar long-term cultural infrastructure.

Anderson's population has steadily decreased since the 1970s from a population of 70,787 to 56,129 (city-data; U.S. Census Bureau). The city is primary to the regional economic base as 5,707 people commute into Anderson every day (City of Anderson. see figure 3 in Appendix 2). However, the city is already trying to bring in new businesses to the region. For the development of new

QOL amenities, Anderson possesses great potential with the White River, Mounds State Park, and Rangeline Nature Preserve. Along with the presence of Anderson University and cultural character facilities within the downtown area, Anderson will prove to be an adequate, yet challenging city for this study (City of Anderson).

CONCLUSION

While Anderson is a viable city for the revitalization study, it does have conditions that challenge the research and methods of implementation. These challenges include the lack of cohesion between recreation facilities (Figures 4 and 5 in Appendix 2), the proposed locations for new industry, and hindrances of non-vehicular based movement. The natural resources and recreation facilities of Anderson are valuable in terms of their attractiveness to new businesses, yet they are only viewed as individual pieces and not a system within the context of the city and region. Similarly, locations of industrial parks and property for other large facilities are relegated to the peripheries of the city with the only connection being roadways. To achieve the greatest economic growth and competitiveness with second-tier cities, these issues must be directly addressed by the QOL development.

DESIGN

CONTENTS

DESIGN PROCESS

The design process for this project relied heavily upon information obtained trough the interviews with Anderson city officials as well as GIS shapefiles and data. Each important factor or group of factors was developed into a concept and then analyzed for positive and negative characteristics.

Informed by the concept analysis, the final amenity plan was designed in several phases. When each phase is completed, the City of Anderson will be able to attract new knowledge and creativity-based industries. As these new industries locate within the city, the growth to the economy will allow for the development of progressive phases. This process will continue until all design phases are complete.

GOALS AND OBJECTIVES

After the inclusion of additional research sources, interviews, and the inventory and analysis phase, the goals and objectives for the design portion of the project were developed. They seek to guide the four main categories of the design: Amenity utility for residents and businesses, attracting new businesses, and the development of a defined character.

- To create a city wide amenity improvement plan for Anderson that meets citizen's present and future needs.

  o By interviewing city and community leaders as to the current state of amenities in the city and public opinion about them.

  o By using this data to evaluate the city's amenities, improve existing facilities and develop new ones

- To develop or enhance the city's amenities in a way that improves their utility for residents and employees of knowledge and creativity-based industries.

  o By providing easy access to all amenities for all citizens of the city; whether through proximity to amenities or through non-vehicular connections.

  o By utilizing empty or abandoned lots to provide these amenities.

- To attract new businesses and industries that will bring diversity to Anderson's economy

  o By determining what knowledge and creativity-based industries the city wants through the aforementioned interviews.

  o By using research studies on the reasons specific industries select cities based upon their amenities.

- To begin development of a sense of place and character that sets Anderson apart from other cities in the region and state.

  o By enhancing the usage and visibility of natural features in and around the city.

  o By including structures and other locations of cultural and/or historic significance.

  o By promoting existing and desired festivals and events.

PROGRAM

- Provide neighborhood scale amenities in walking distance of dense regions not yet served by an amenity

- Use old manufacturing warehouses and abandoned sites first when developing new amenities.

- Develop a continuous trail system that allows pedestrian access between neighborhood and city scale amenities

- Connect the trail to or run it along noteworthy natural features in the city.

- Develop trailheads in vacant or abandoned lots.
- Redesign or develop amenities in businesses regions with small to mid sized (~≤ 87 employees) companies' employee base as a primary user.
- Develop new business centers on TIF (Tax Increment Financing) land
- Cluster everyday uses (grocery, pharmacy, restaurants, and other small businesses.) in close proximity to businesses center.
- Bring attention to city wide natural features including: The White River, topographic features, wetlands, and farm land.
- Provide facilities for community events, festivals, parades, and other large gatherings
- Historic neighborhoods, sites, and buildings will be included as amenities in the amenity improvement plan.

VICINITY MAP

FIG. 4.1 "INDIANA STATE"

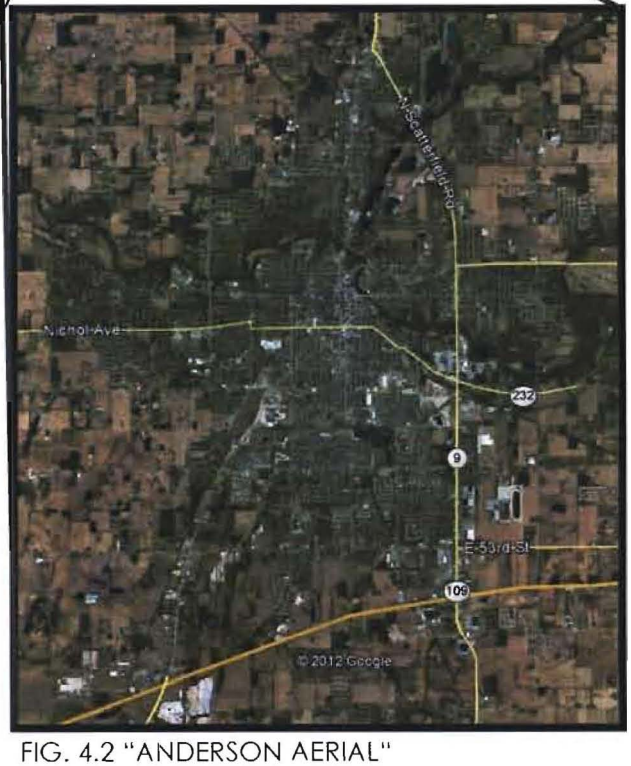


FIG. 4.2 "ANDERSON AERIAL"

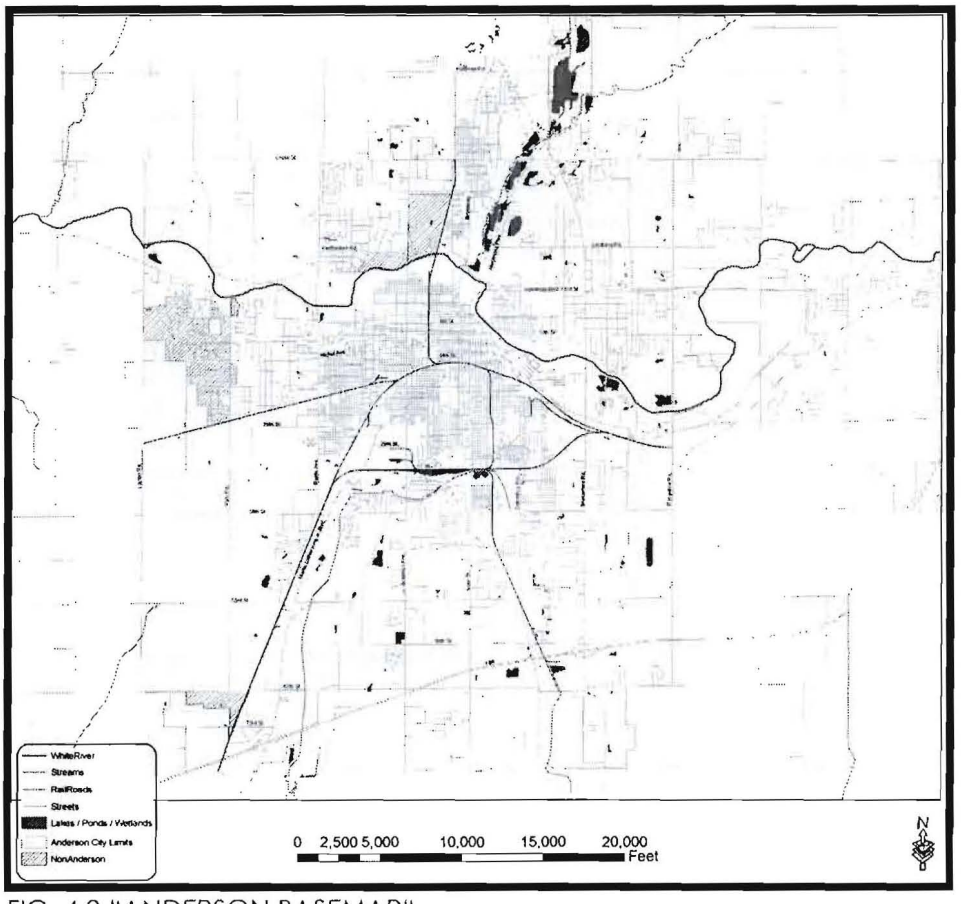


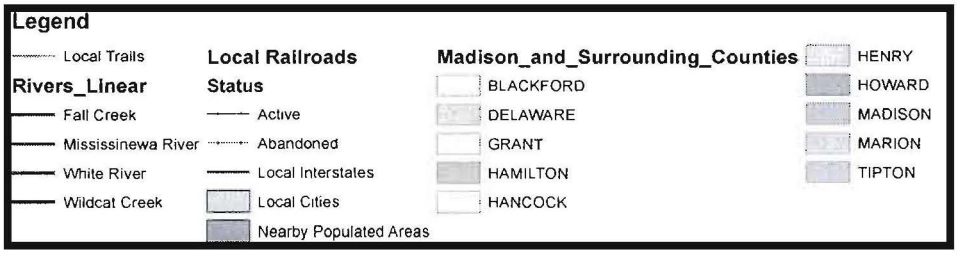
FIG. 4.3 "ANDERSON BASEMAP"

INVENTORY AND ANALYSIS

The inventory and analysis phase of the project revealed many new facts and considerations about the city of Anderson and its recreation facilities and opportunities.

Regional:

Between Indianapolis and Muncie, Anderson is the largest city, but there are many smaller towns in between. When compared to Muncie, Indianapolis, and Hamilton county, Anderson posses the fewest and shortest trials. Muncie has the White River and Cardinal Greenway Trails in addition to smaller park trails totaling 33 miles. Marion county and Indianapolis have 200 miles of trails. Anderson possesses only 25 miles of trails. Also, when looking at nearby cities to connect to, Pendleton would be the logical choice as it is only a few miles to the south; rather than following the White River for 20 miles to Noblesville.



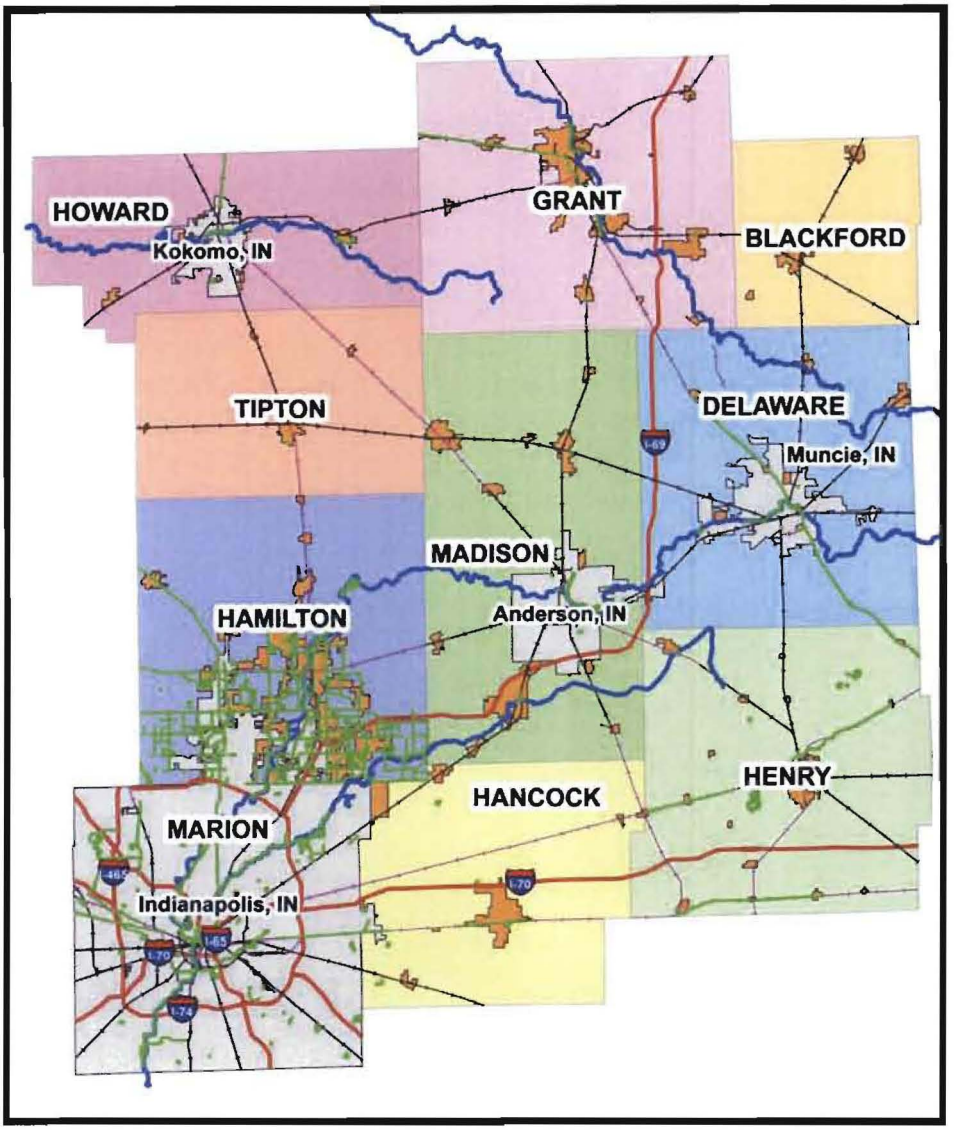


FIG. 4.4 "REGIONAL INVENTORY"

Demographics:

Census data was used to determine population densities within the city. The densest regions of the city are located on the south and west sides of downtown. These tend to follow the major roadways in and out of Anderson and the orientation of their blocks point towards downtown. Data on neighborhoods and their respective income levels compared to the rest of the nation was obtained from (http://www.neighborhoodscout.com/in/anderson/#description). Overlaying this data with population densities gives a strong hierarchy showing which areas of the city need the most economic help.

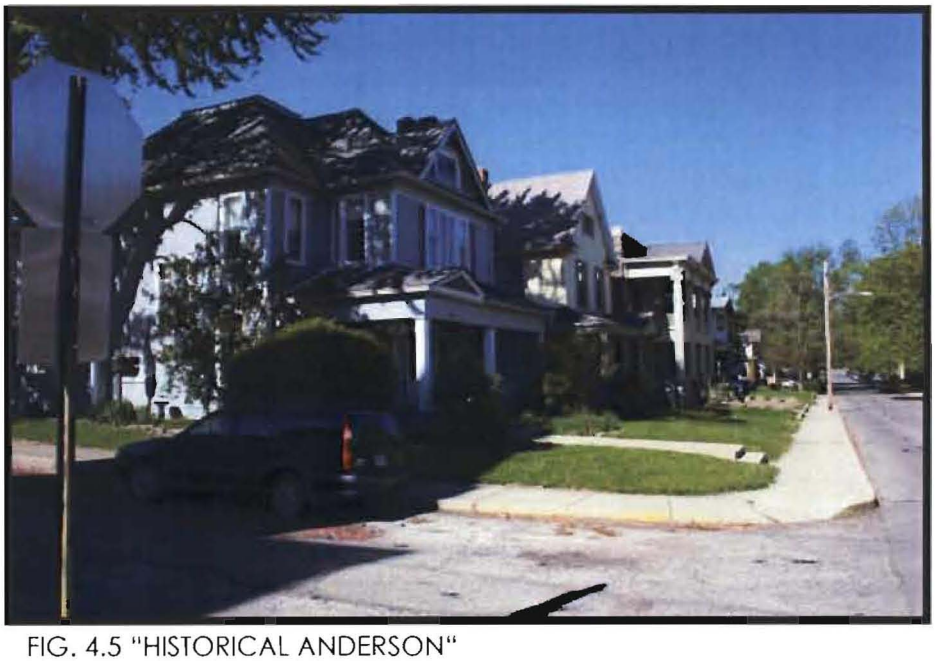


FIG. 4.5 "HISTORICAL ANDERSON"

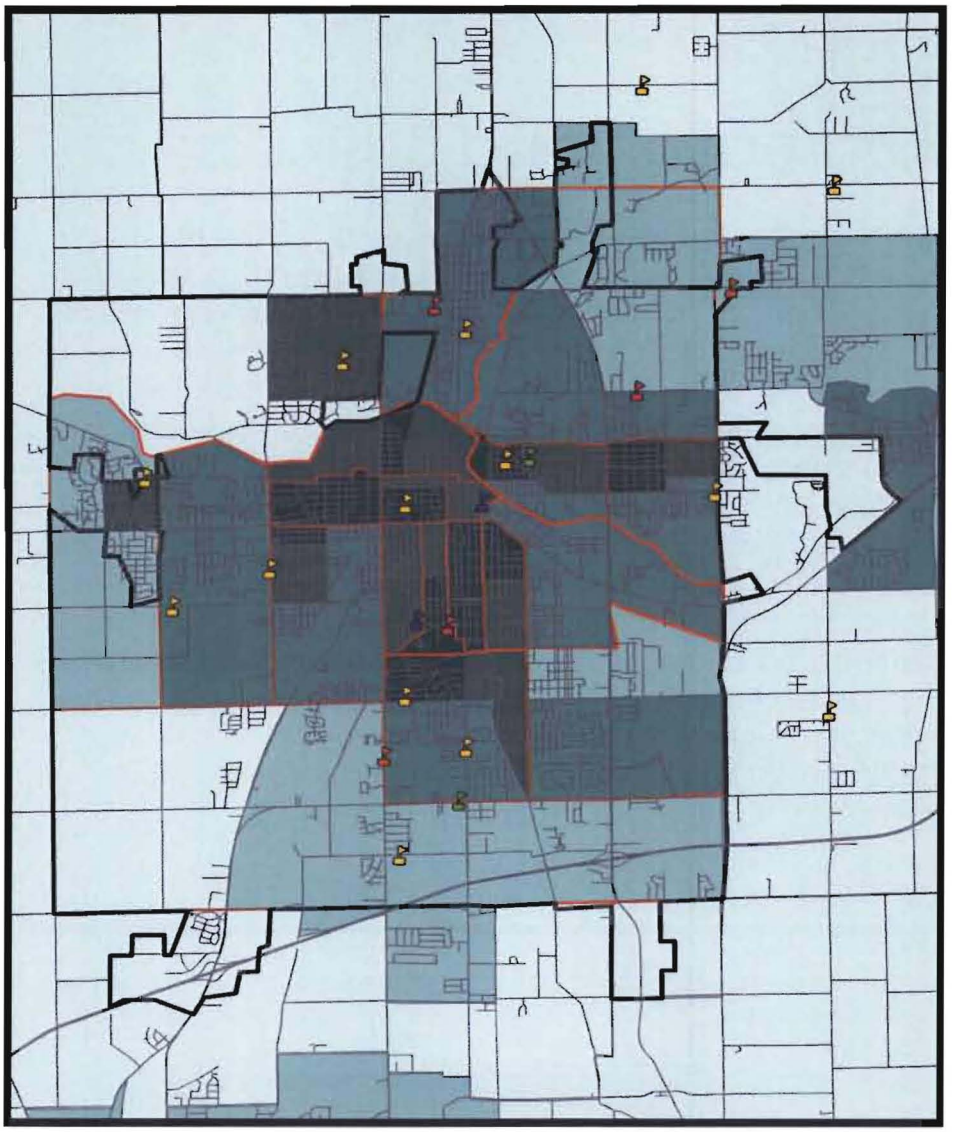
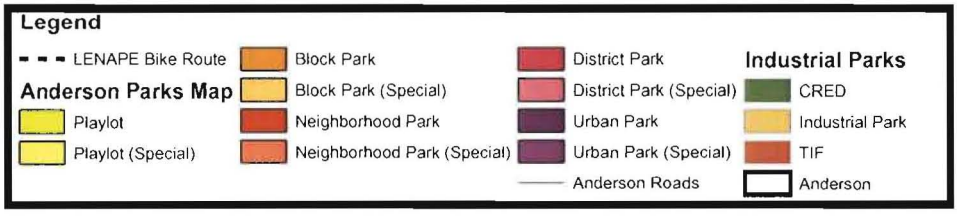


FIG. 4.6 "DEMOGRAPHICS INVENTORY"

Recreation and Business:

This map shows three different pieces of pertinent information: existing recreation facilities, existing trails and bike routes, and business development zones. The majority of active recreation facilities are located near downtown and intermittently along the periphery of the densest regions of the city. Trails are primarily located on the north side of the White River and in Shadyside Park. The Lenape Bike Route passes through much of the densest areas of the city, but does not provide any bike lane aside from the existing sidewalk. Finally, three types of business development zones exist within the city. Industrial Parks are located on the southern edge of town, near Interstate 69. The tax increment financial fund district encompasses most of the southern and eastern edges of the city. The CRED district is located on the former sites of the Delco Remy Factory and two other nearby factories.



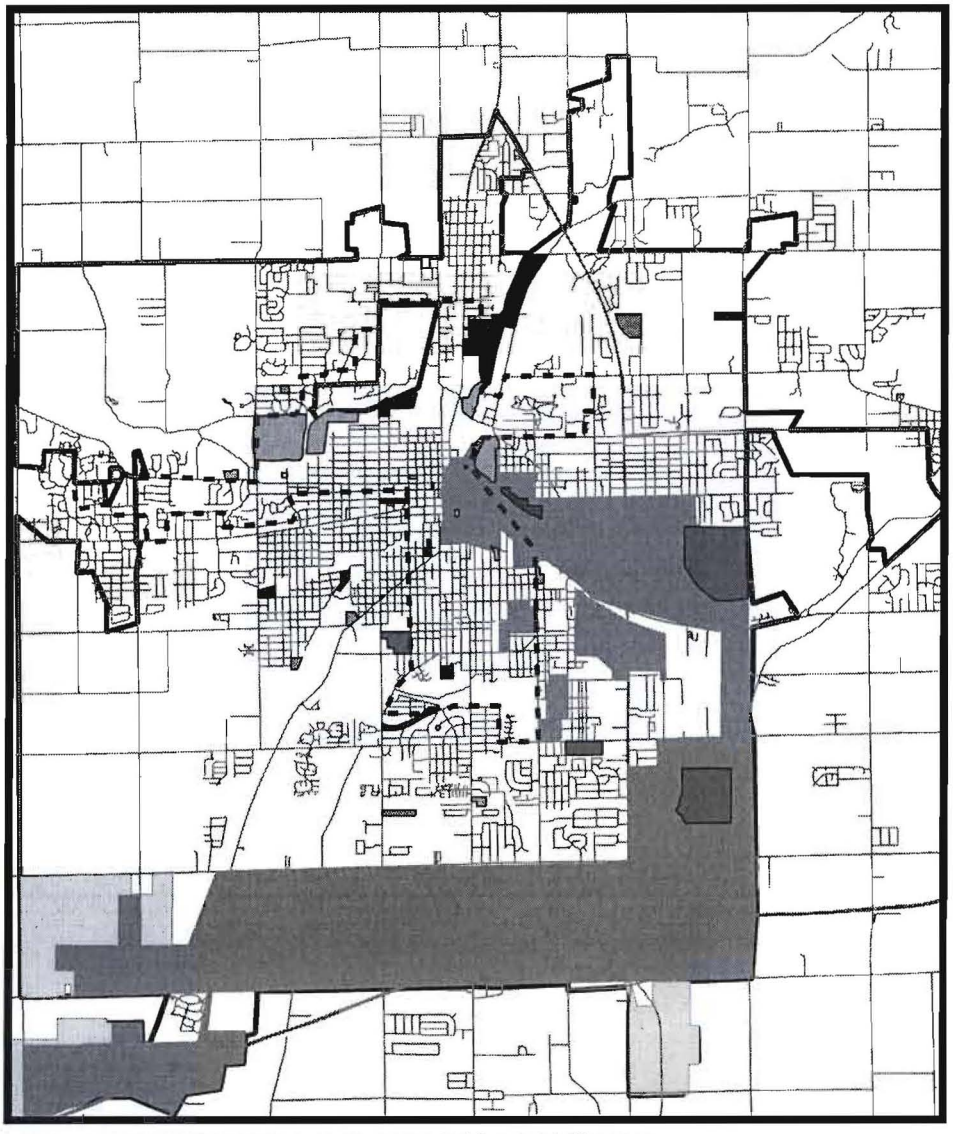
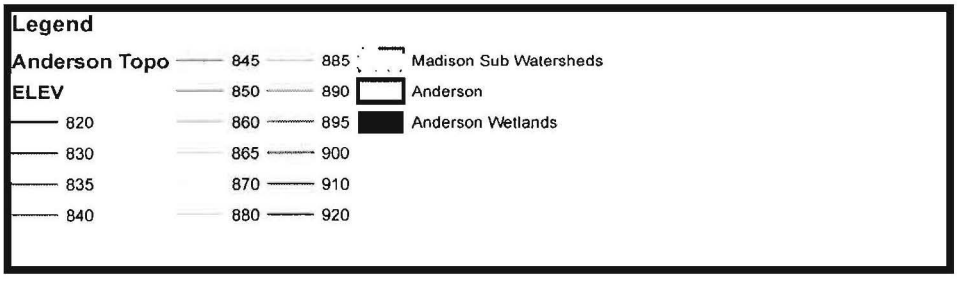


FIG. 4.7 "RECREATION AND BUSINESS INVENTORY"

Natural Features:

This map shows 10' contours, sub-watersheds, and bodies of water in the city of Anderson. The one item of note is the topographic saddle that starts on the south side of the White River and continues south by southwest. Contradictory to a typical situation, this saddle, likely formed by glacial outwash, drains away from the White River instead of towards it. Also, when the road map and other municipal planned features are placed over the topography, they clearly show a response to this major feature. This shows that the White River is not the only natural feature that has had an influence on the development of the city.



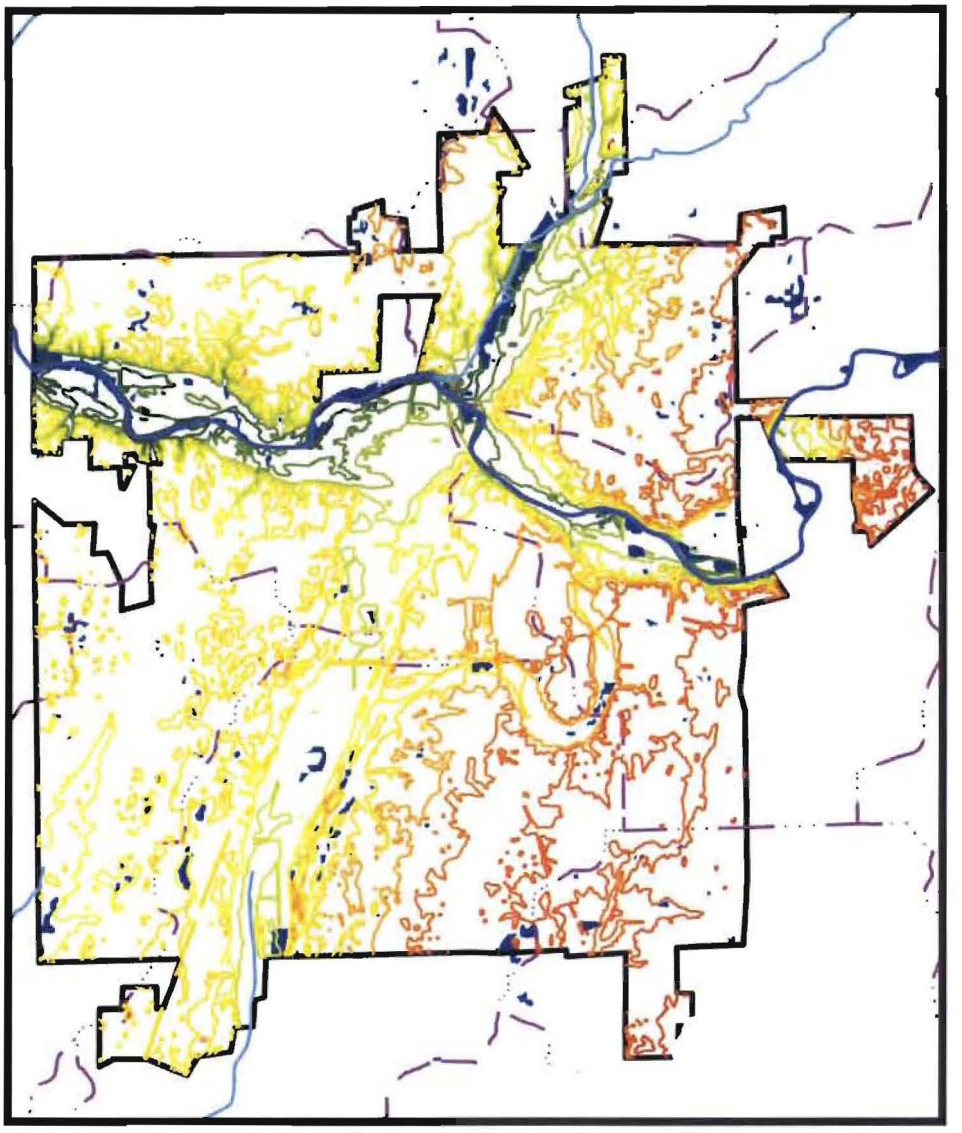
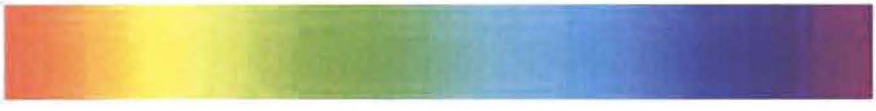


FIG. 4.8 "NATURAL FEATURES INVENTORY"

ANALYSIS

ANDERSON DEMOGRAPHICS ANALYSIS

This map represents the comparative analysis of Anderson's neighborhood income levels and population density. The analysis first orders the neighborhoods of Anderson by income level compared to national averages. Then, within each neighborhood, the census block groups are used to show the different densities within each income level. The map clearly shows a group of 11-12 neighborhoods around downtown that have high densities along with low average income levels.



HIGH DENSITY/
LOW INCOME

LOW DENSITY/
HIGH INCOME

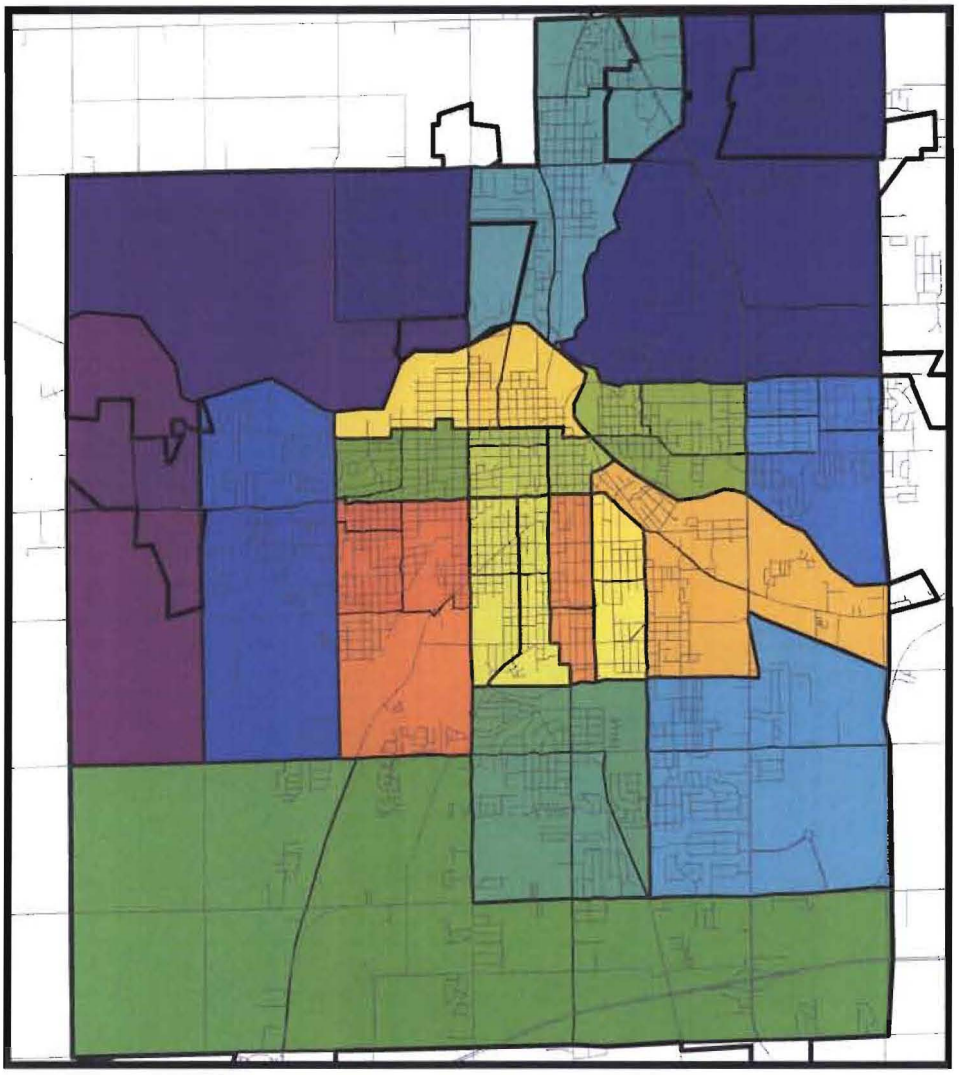


FIG. 4.9 "DEMOGRAPHICS ANALYSIS"

ANDERSON RECREATION ANALYSIS

This analysis shows the different classifications of recreation facilities owned and operated by the Anderson Parks Department. The background colors are the regions that are not serviced by different categories of parks. Dark blue represents a lack of a neighborhood park, light blue lacks a block park, and pale green lacks a play lot. District and Urban Parks were not included in the service area analysis because they are considered to serve the entire city, no matter their location. While there are some neighborhoods on the periphery of the city that need a neighborhood park, there is a sufficient lack of block parks within the core of the city, and minor areas that lack play lots.

FIG. 4.10 "RIVER WALK, ANDERSON, IN"

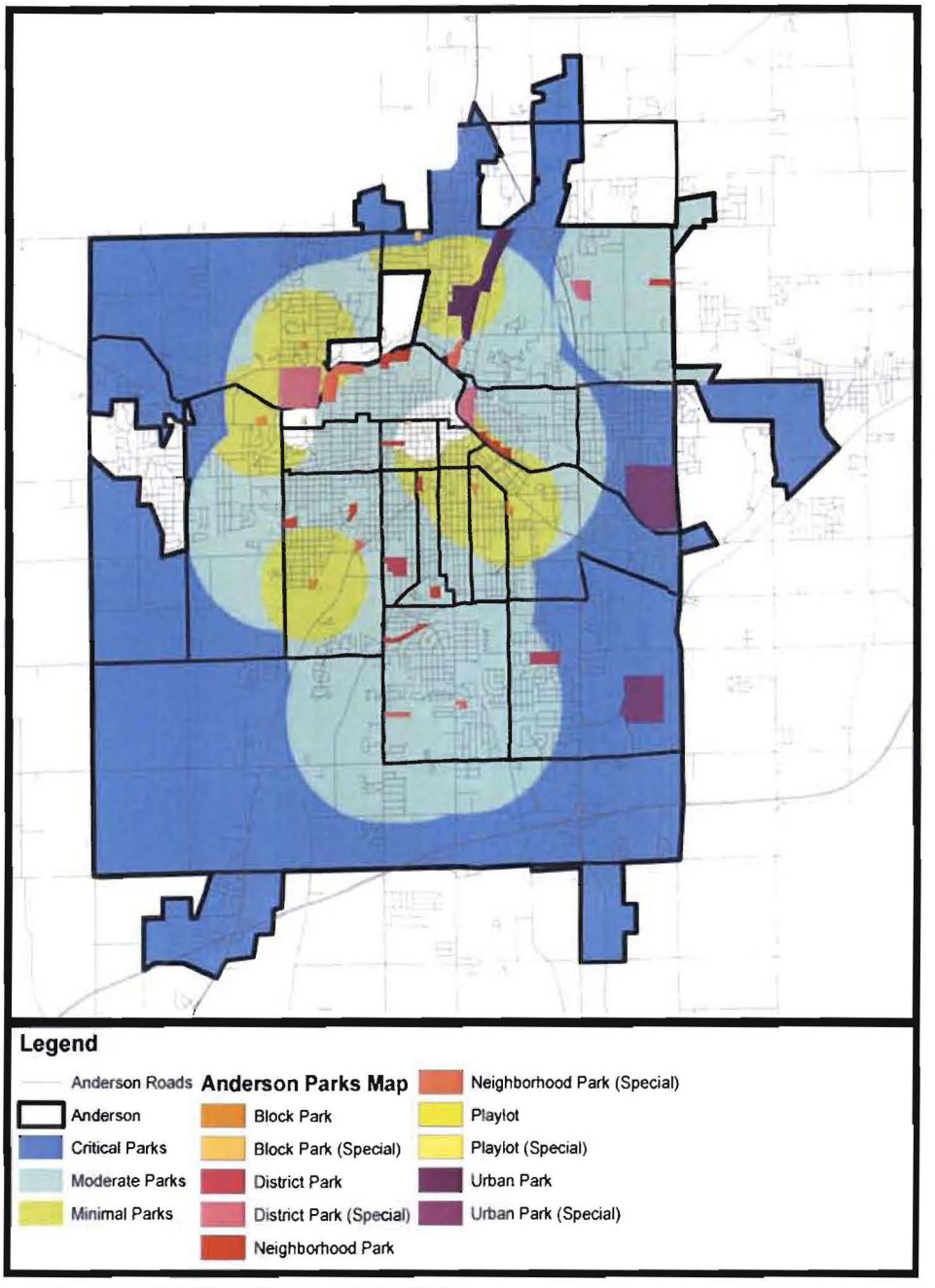


FIG. 4.11 "RECREATION ANALYSIS"

ANDERSON TRANSPORTATION ANALYSIS

This analysis map shows the major transportation routes and corridors into and out of the city. These include major roadways, active and abandoned rail-lines, waterways, and an existing bike trail within the city. 18 major transportation corridors exist that connect Anderson to the surrounding landscape. When their proximity was analyzed , six major corridors were revealed: the south-west, south-east, lower east, upper east, north, and west. These signify the most popular routes for visitors to enter the city, and for residents to travel from the periphery to the core.

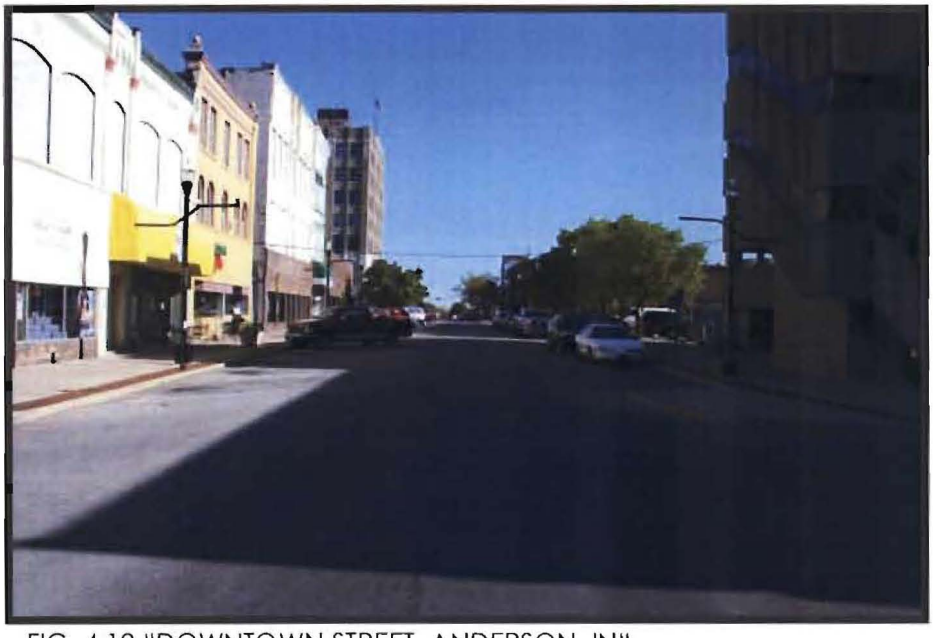


FIG. 4.12 "DOWNTOWN STREET, ANDERSON, IN"

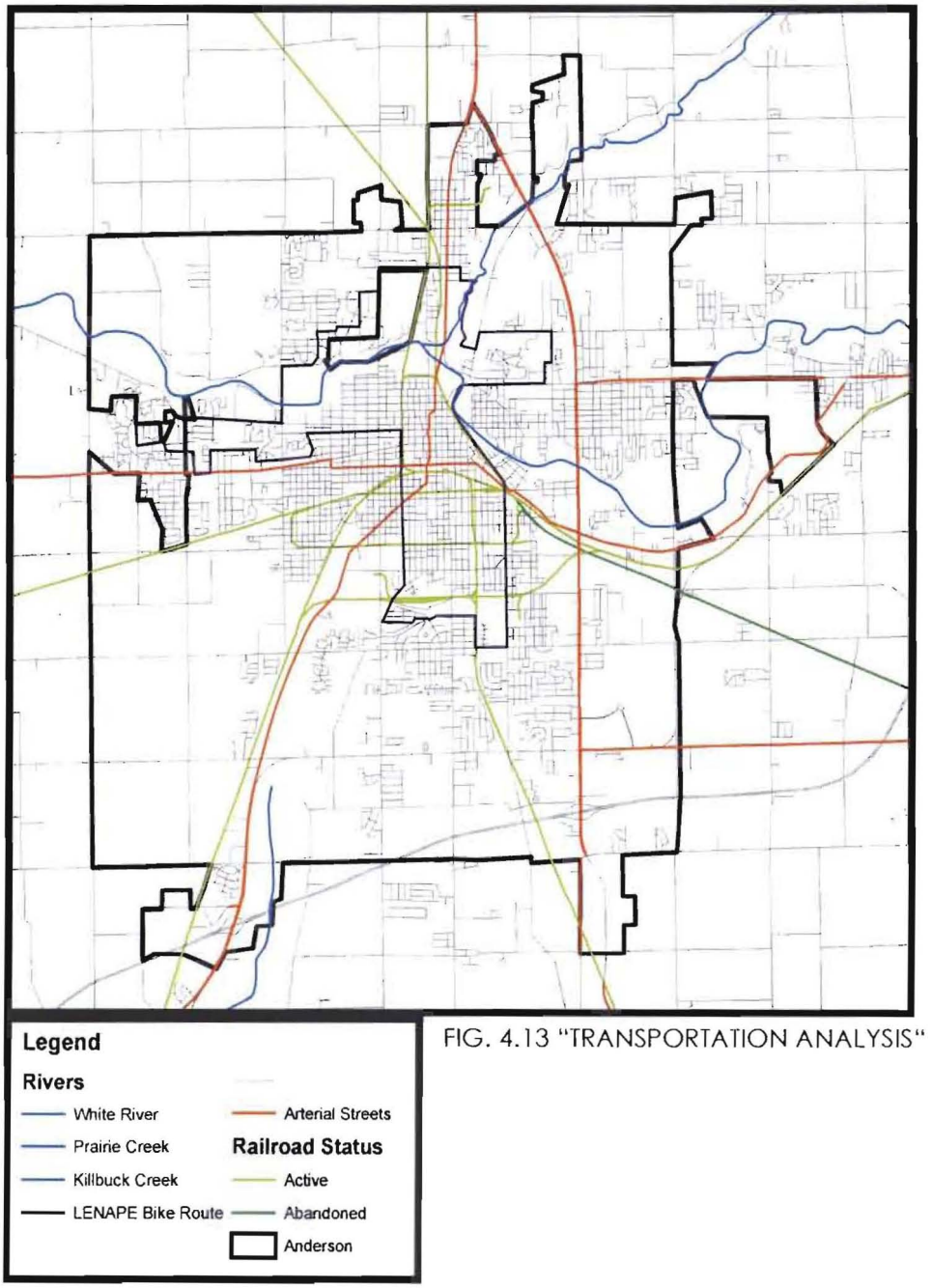


FIG. 4.13 "TRANSPORTATION ANALYSIS"

CONCEPTS

Concept 1: As Is Model

This model responds to the interviews conducted with Anderson City Officials. The consensus is that Anderson possesses adequate park facilities for its current population, but what it lacks is non-vehicle connections between these facilities. This design proposes no new park facilities, but provides connections between the existing facilities to allow for pedestrian and cyclist movement around the city. As it is intended to also be a low budget option, efficiency was fundamental to the design when determining what facilities should be connected. The result is a system that is based along the river and radiates out from the center of the city to parks that are designed to serve the entire city. From here the trails split off to connect to the next level of parks, as identified by the Anderson Parks Department. This pattern continues until all parks are connected to the next order above them, but as few of the same order as possible. This reduces redundant connections within the city; that is to say that a sports facility is not directly connected to another sports facility

PROS:

- Efficiency and hierarchy of connections
- Minimal budget
- Emphasis on existing character

CONS:

- Unserviced areas
- No connections between trail arms
- No response to natural features or neighborhood needs

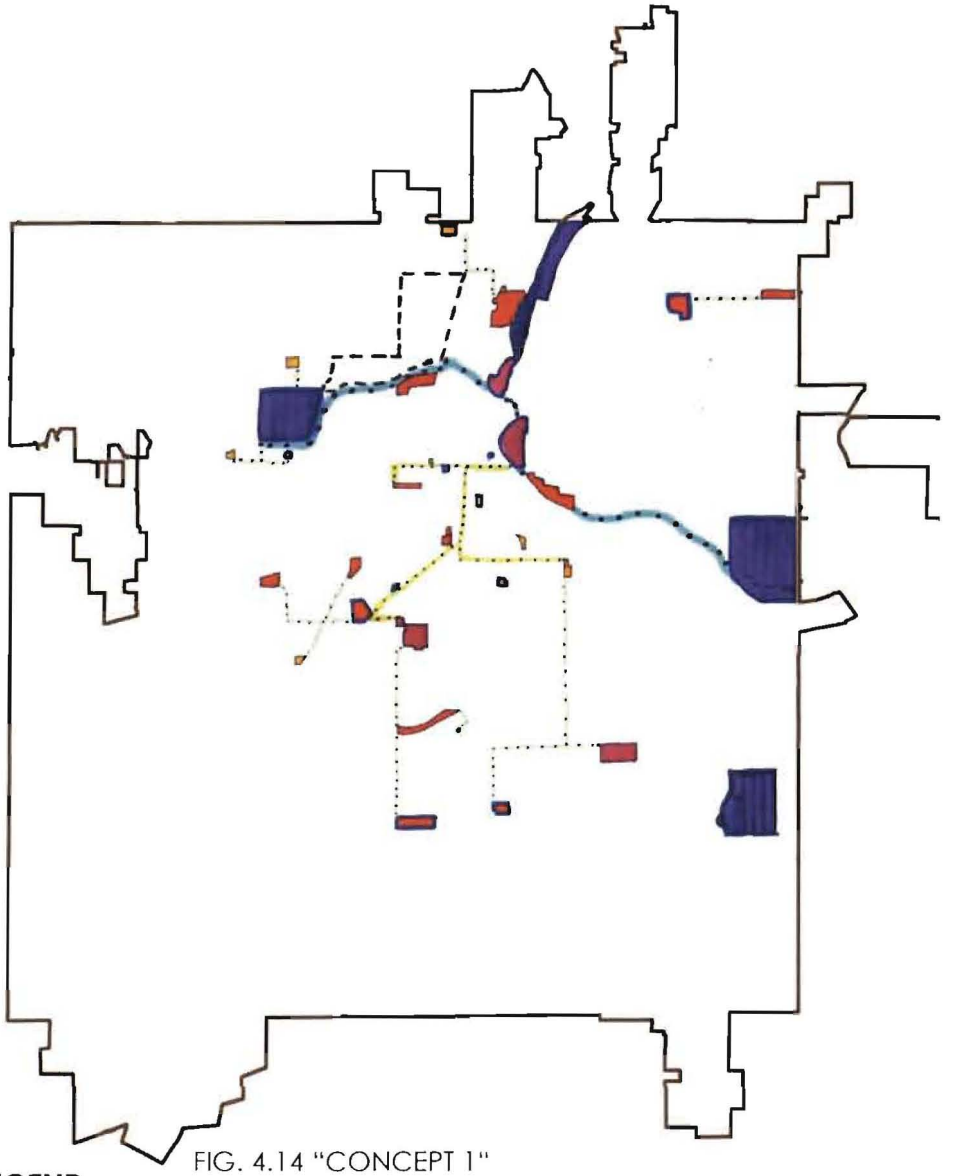


FIG. 4.14 "CONCEPT 1"

LEGEND

- Loop Trail
- White River Trail
- Arterial Trail
- Play Lot
- Block Park
- Neighborhood Park
- District Park
- Urban Park
- Anderson
- Specialty Parks

Concept 2: City-Wide Coverage

The goal of this concept is to provide access to amenities for the densest regions of the city. As seen in the analysis for this concept, there are dense regions of the city that are outside the designated coverage area for block and neighborhood parks, some neighborhoods do not even possess a neighborhood park. This concept fills in those gaps and provides pedestrian and cyclist trails in each neighborhood. This access allows citizens to use park facilities without being required to drive to a destination. The second goal is to provide different routes for pedestrian and cyclists. While the previous concept branched out from the center of the city, this concept gives pedestrians and cyclists different options when choosing distance, routes, and time they want to spend on the trails.

PROS:

- Provides recreation opportunities to unserviced areas
- Dynamic trail network
- Direct connections

CONS:

- Some inefficient trails
- Lacks hierarchy
- No response to natural features

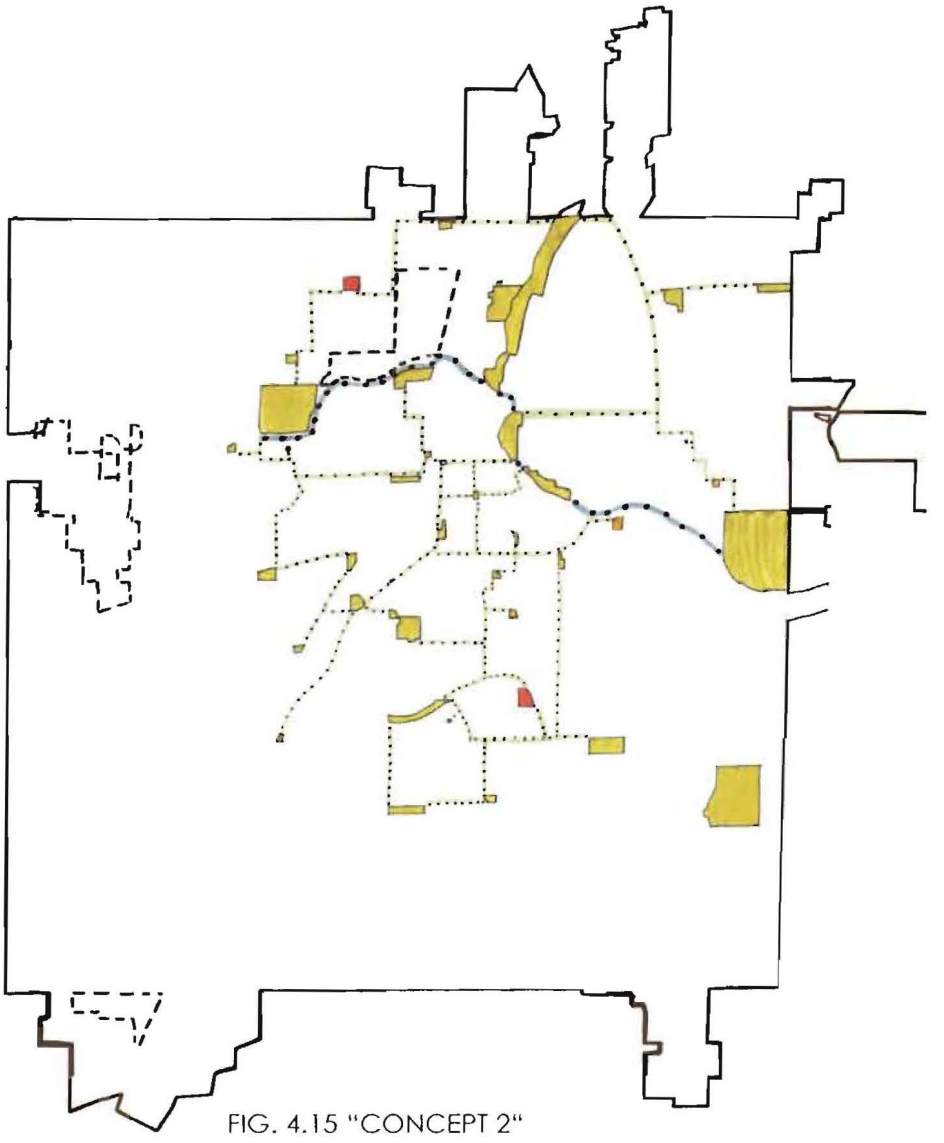


FIG. 4.15 "CONCEPT 2"

Concept 3: Economic Development

This concept provides amenities that will attract new businesses to the economic development regions identified by the city. This system is not designed to serve the residents of the city. Instead, they are meant to be used by employees of businesses that would locate in these areas. The parks located here rejuvenate the psychic income of employees. The pedestrian and cyclist trails they are set along connect to nearby neighborhoods and existing trails within the city.

PROS:

- Provides recreation for business growth in multiple regions
- Features connected and independent amenities

CONS:

- No neighborhood response
- Located away from densest population areas
- May help the city overall, but not individual neighborhoods

FIG. 4.16 "CONCEPT 3"

LEGEND

- Loop Trail
- Business Trail
- Anderson TIF District
- Business Park
- Anderson

Concept 4: Natural Features

This concept responds to the important natural features of the city, including: the White River, Prairie Creek, which drains to the south, and numerous wetlands and open spaces along these corridors. The highest scale of trail hierarchy responds to these features. New parks are located along these trails in an effort to protect and improve wetlands and marshes within the city. The trails are also planned to connect to nearby communities, specifically Pendleton and Chesterfield, in order to attract residents of those communities.

PROS:

- Response to natural features
- Connections outside Anderson
- Gateways

CONS:

- Limited to water bodies
- No defined destination
- Some trails may adversely affect riparian corridors

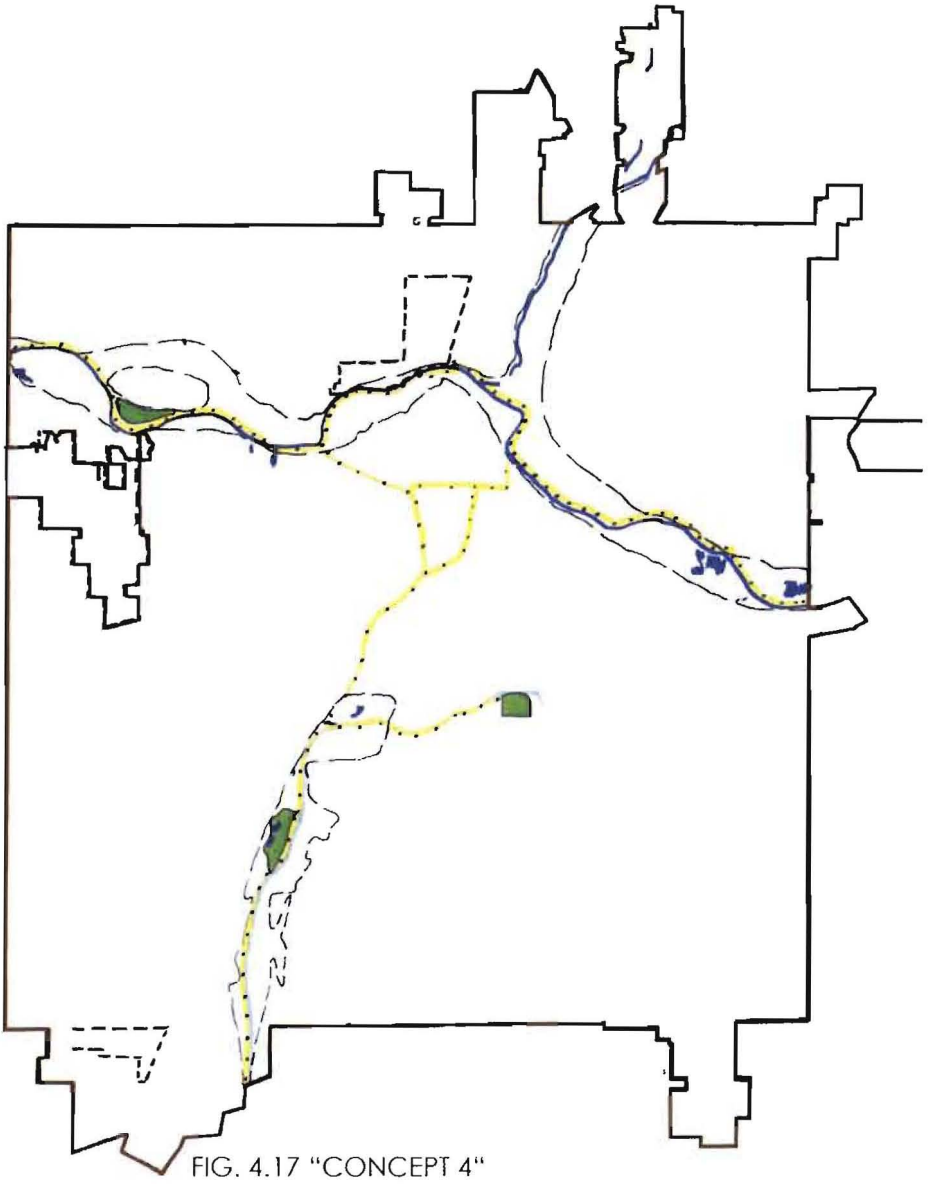


FIG. 4.17 "CONCEPT 4"

LEGEND

White River
Trails
Nature Park
Anderson

Concept 5: Community Need

This concept develops downtown Anderson as a destination for the city and surrounding region. Important connections to downtown were identified in the transportation analysis. After these routes were identified, the area where they intersect was identified as the appropriate location for the Downtown Destination. This area includes historical, cultural, business, and natural feature attractions. Gateway parks were incorporated into this plan to serve as smaller, cultural gathering spaces for the surrounding neighborhoods. While not an expansive concept, the effect it will have is greatest for the city itself in terms of defining itself within Madison County and Indiana.

PROS:

- Destination
- Emphasis on history and character
- Gateways
- Neighborhood growth

CONS:

- Only benefits inner city neighborhoods
- Only large scale interventions
- Limited number of trails

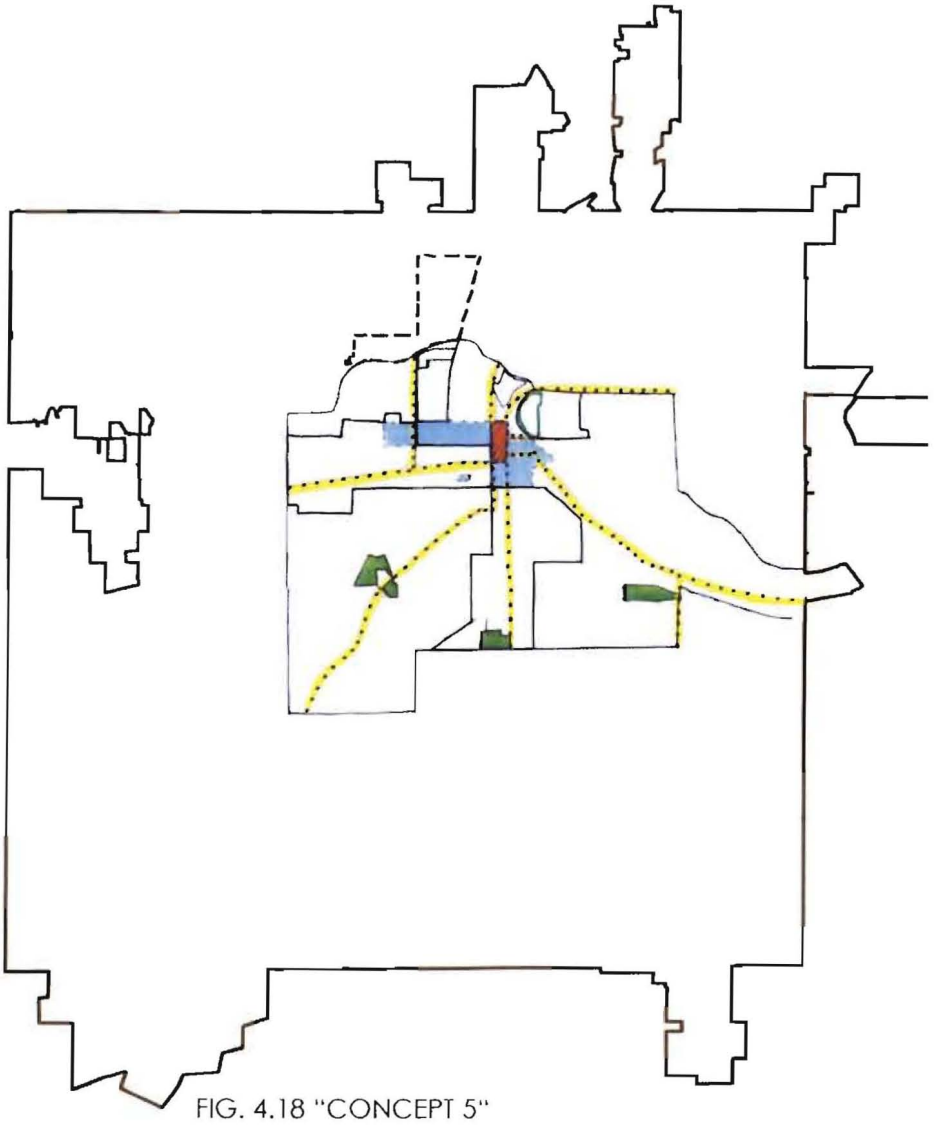


FIG. 4.18 "CONCEPT 5"

LEGEND

Arterial Trails

Gateway Park

Downtown Destination Historic District

Anderson

Low Income / High Density Neighborhoods

AMENITY PLAN

The pros and cons of each concept, listed previously, were used to develop the final amenity plan. While each list was different, common themes appeared from each list, including: hierarchy, response to natural features, neighborhood needs, gateways, and specific destinations. These guided the design of the final amenity plan, which has four phases of construction.

Phase 1:

This phase develops the destination space in the downtown region. This space connects the history, culture, business, and natural features of Anderson in one place and will be the new social gathering space for the city. By emphasizing the character of downtown and nearby neighborhoods, the perception of the space changes from that of a place to run errands and perform business to a space where residents want to spend their free time. Additionally, the White River Trail is extended to Edgewood. This connects all of the "Urban" and "District" parks owned by the Anderson Parks Department.

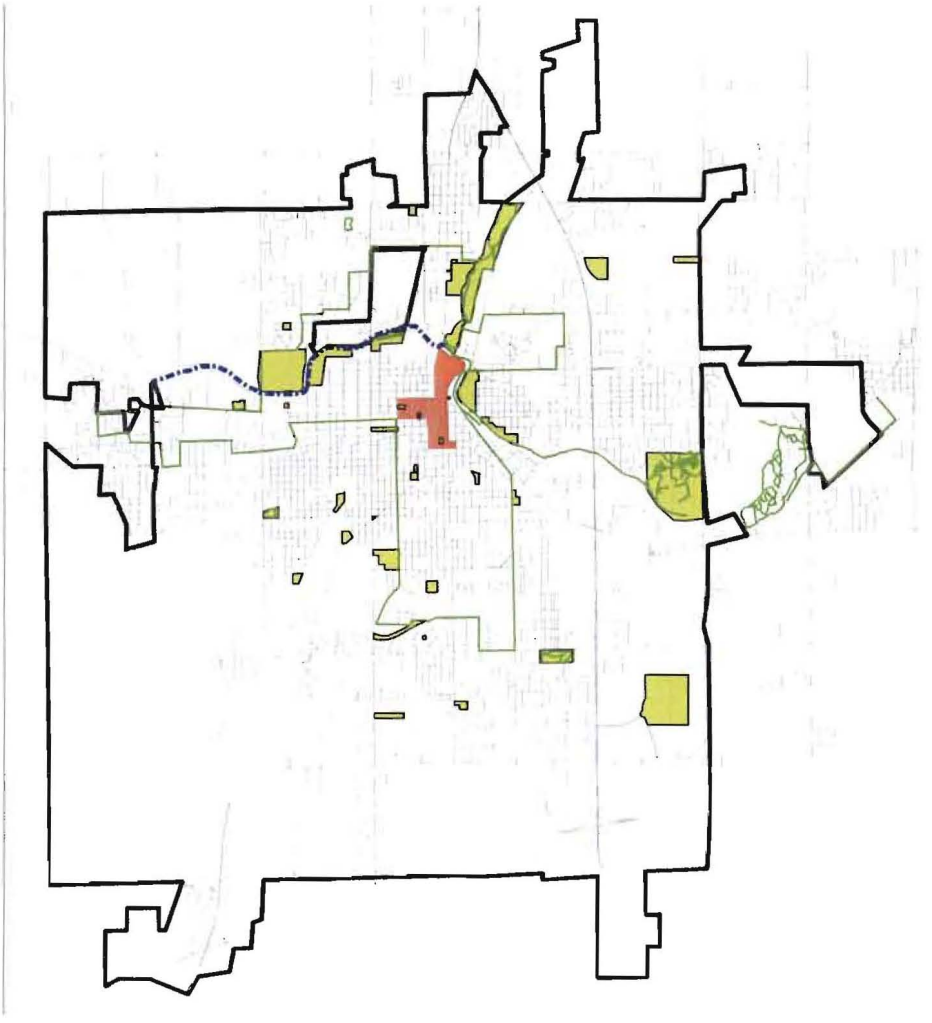


FIG. 4.19 "MASTER PLAN PHASE 1"

Legend

New Trails

Trail_Type

- Loop Trail
- Circuit Trail
- White River Trail
- Arterial Trail
- Existing Trails

Anderson Parks Map

- Existing Park Facilities

New Facilities

- Business Incubation Zone
- New Block Park
- New Neighborhood Park
- New Play Lot

- Anderson Roads
- Downtown Development Zone
- Anderson

Phase 2:

Phase two develops the arterial pedestrian and cyclist routes that connect downtown with the outer neighborhoods of the city. These routes follow the major roads leading into downtown: Nichols Ave., Martin Luther King Jr. Blvd., Columbus Ave., Mounds Rd, / Ohio Ave., University Blvd., and Broadway St. / Jackson St, as well as Prairie Creek in the south. Gateway parks are identified along these arterial trails. They serve as new neighborhood parks, destinations for the surrounding neighborhoods, and examples of the cultural, historical, and natural beauty Anderson possesses. This phase increases pedestrian and cyclist movement between the periphery and core of the city. By increasing the area served by downtown amenities and reducing travel time, the number of likely users will increase. This increased usage equates to increased popularity.

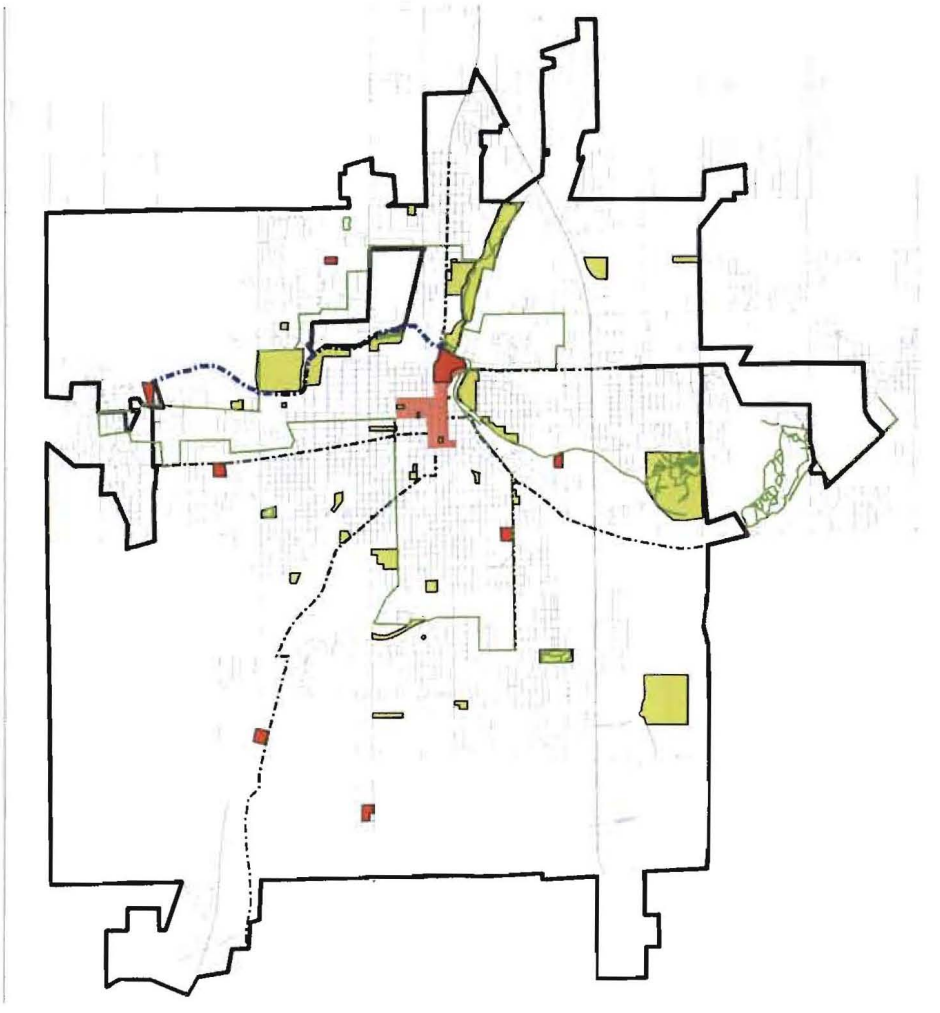


FIG. 4.20 "MASTER PLAN PHASE 2"

Legend

New Trails

Trail_Type

- Loop Trail
- Circuit Trail
- White River Trail
- Arterial Trail
- Existing Trails

Anderson Parks Map

- Existing Park Facilities

New Facilities

- Business Incubation Zone
- New Block Park
- New Neighborhood Park
- New Play Lot

- Anderson Roads
- Downtown Development Zone
- Anderson

Phase 3:

This phase develops the circuit trails, Business Incubation Zones, and new block parks. The circuit trails connect the ends of the arterial trails, allowing for pedestrian and cyclist access between adjoining neighborhoods. On the city scale, these trails create a loop connecting major neighborhoods. The Business Incubation Zones developed in this phase bring economic growth to the lowest income neighborhoods in the city. These B.I.Z.s utilize abandoned lots, or old factory structures to accommodate new industries. Block parks added in this phase fill in the gaps identified in the recreation analysis.

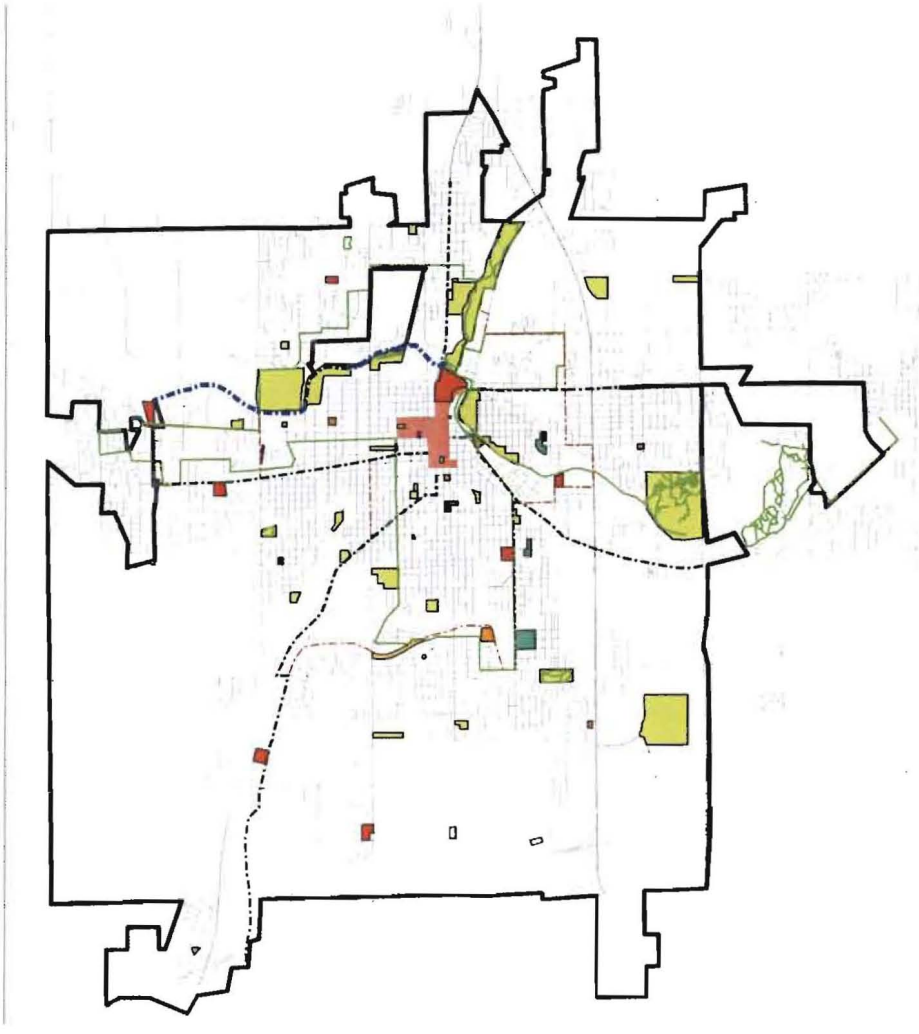


FIG. 4.21 "MASTER PLAN PHASE 3"

Legend

New Trails

Trail_Type

- Loop Trail
- Circuit Trail
- White River Trail
- Arterial Trail
- Existing Trails

Anderson Parks Map

- Existing Park Facilities

New Facilities

- Business Incubation Zone
- New Block Park
- New Neighborhood Park
- New Play Lot

Anderson Roads

- Downtown Development Zone
- Anderson

Phase 4:

The final phase of the amenity plan completes the numerous minor trail connections around the city as well as the addition of play lots in lacking regions. These trails create smaller loops within neighborhoods that can be used for strolling, visiting friends or family that live nearby, and accessing the greater trail system of the city. The density and location of loop trails in this phase makes walking or cycling an easily accessible transportation option for the most populated regions of the city. Play lots are located in neighborhoods that did not possess any and regions that were outside the service area previously. This phase marks the completion of the amenity plan and any further development will occur on the site scale.

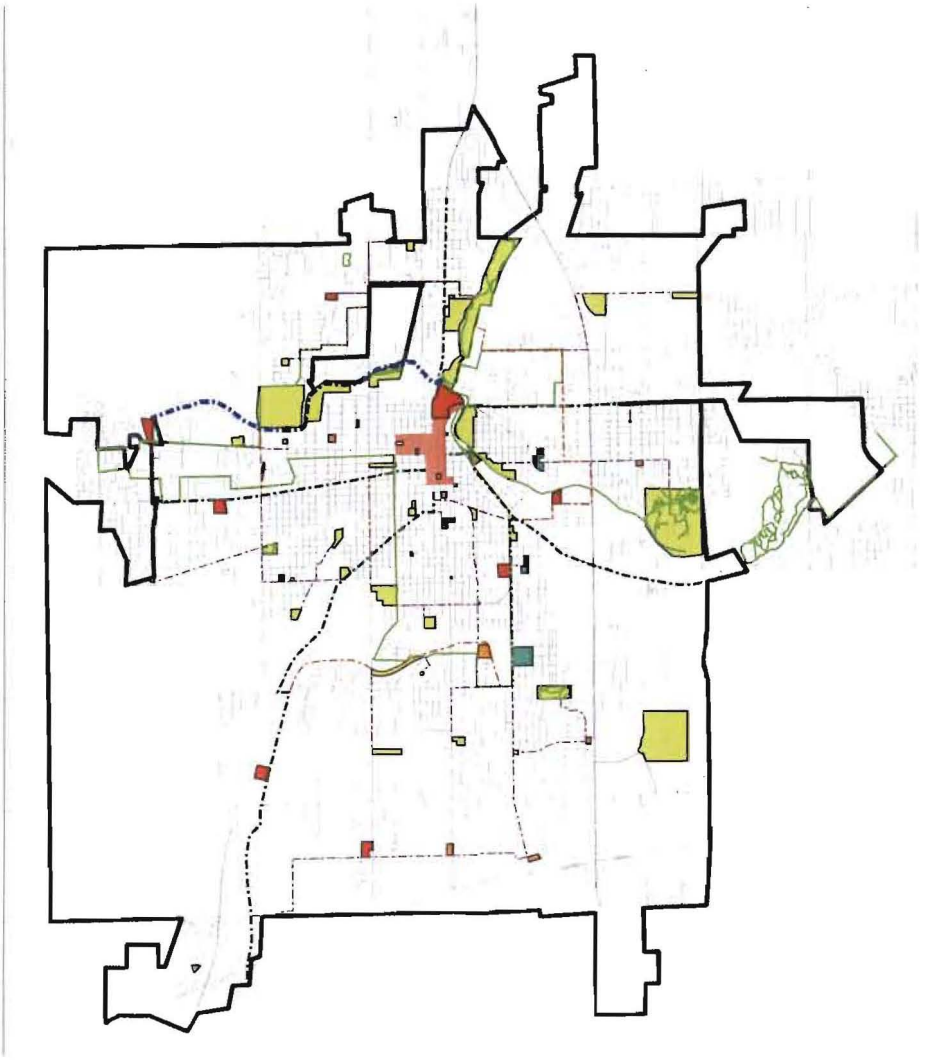


FIG. 4.22 "MASTER PLAN PHASE 4"

Legend

New Trails

Trail_Type

- Loop Trail
- Circuit Trail
- White River Trail
- Arterial Trail
- Existing Trails

Anderson Parks Map

- Existing Park Facilities

New Facilities

- Business Incubation Zone
- New Block Park
- New Neighborhood Park
- New Play Lot

- Anderson Roads
- Downtown Development Zone
- Anderson

PLAN COMPONENTS

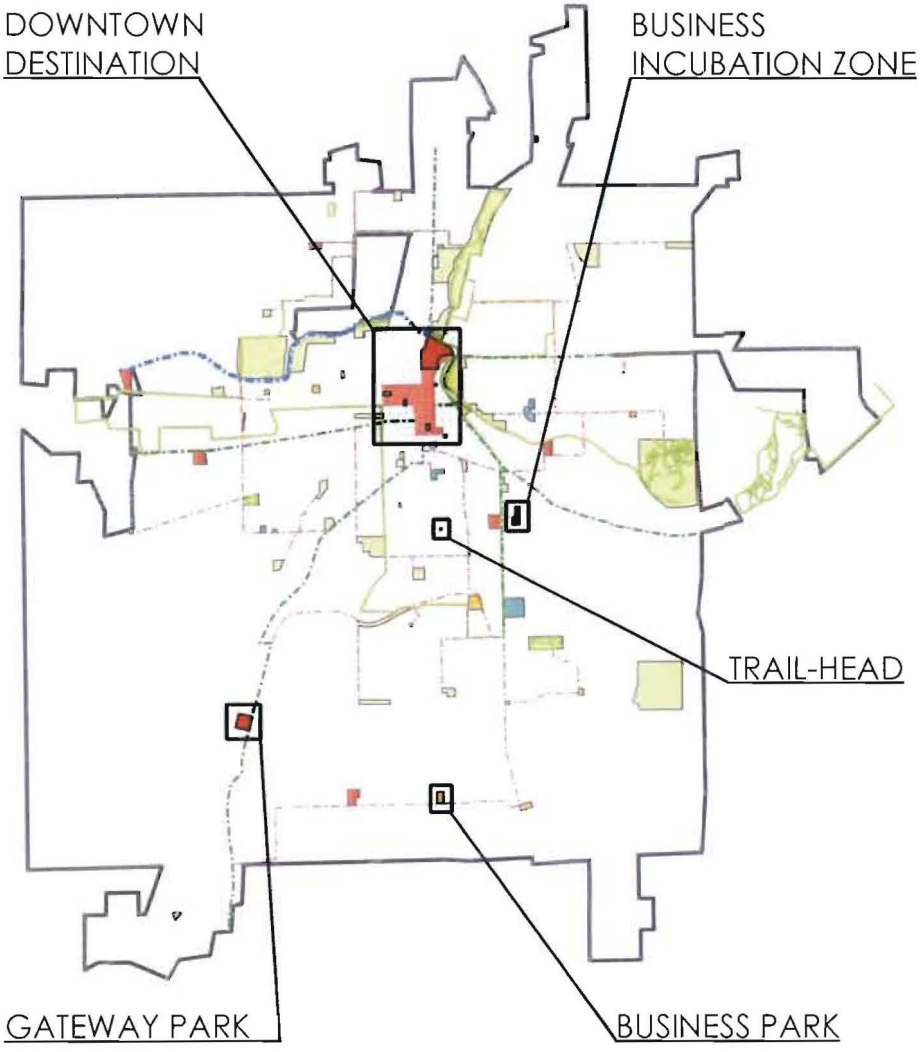


FIG. 4.23 "PLAN COMPONENTS VICINITY"

GATEWAY PARK

Gateway parks serve two major functions in the amentiy plan. First, they are used as community gathering spaces for the surrounding neighborhoods. Second, they are rest stops for visitors entering from the periphery of the city to the downtown. Each one represents one of the characteristcs of the Downtown Destination. The adjoining section (Fig. 4.24) is a section-cut of one particular park. It is designed around an existing neglected wetland and lies adjacent to the Prairie Creek Trail.

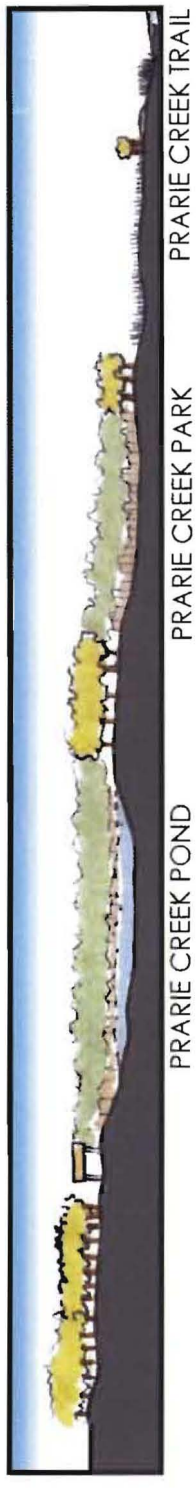


FIG. 4.24 "GATEWAY PARK SECTION"

DOWNTOWN DESTINATION

The first and most major development of phase 1 of the Amenity Plan is the Downtown Destination. This region of downtown is where all of the major corridors developed in later phases will intersect. The goal of this space is to bring life and vitality back to downtown so residents and visitors will see the space as a place to spend their free time. Major features include the Wetland Park along the river, which collects all runoff from downtown before it enters the river, the adjacent River Bend Park, which is used for major festivals and events, and the Business Corridor along Meridian St. starting at 13th St. and terminating at River Bend Park.

FIG. 4.25 "WETLAND PARK SECTION"

FIG. 4.26 "EXISTING 'WETLAND PARK'"

FIG. 4.27 "BUSINESS CORRIDOR SECTION"

BIKE LANE ONE LANE PARKING

FIG. 4.28 "DOWNTOWN DESTINATION"

TRAFFIC CONTROL LANE RIVER BEND PARK

FIG. 4.29 "ARTERIAL TRAIL SECTION"

RIVER BEND PARK ENTRANCE

River Bend Parks is the most prominent recreation feature of the Downtown Destination and is located at the end of the business corridor. The main entrance to the site is a prominent and important feature. The metal archway frames the view into the space and acts as a beacon at night, drawing visitors into the park during festivals and other community events.

FIG. 4.30 "EXISTING PARK SITE"

FIG. 4.31 "RIVER BEND PARK ENTRANCE"

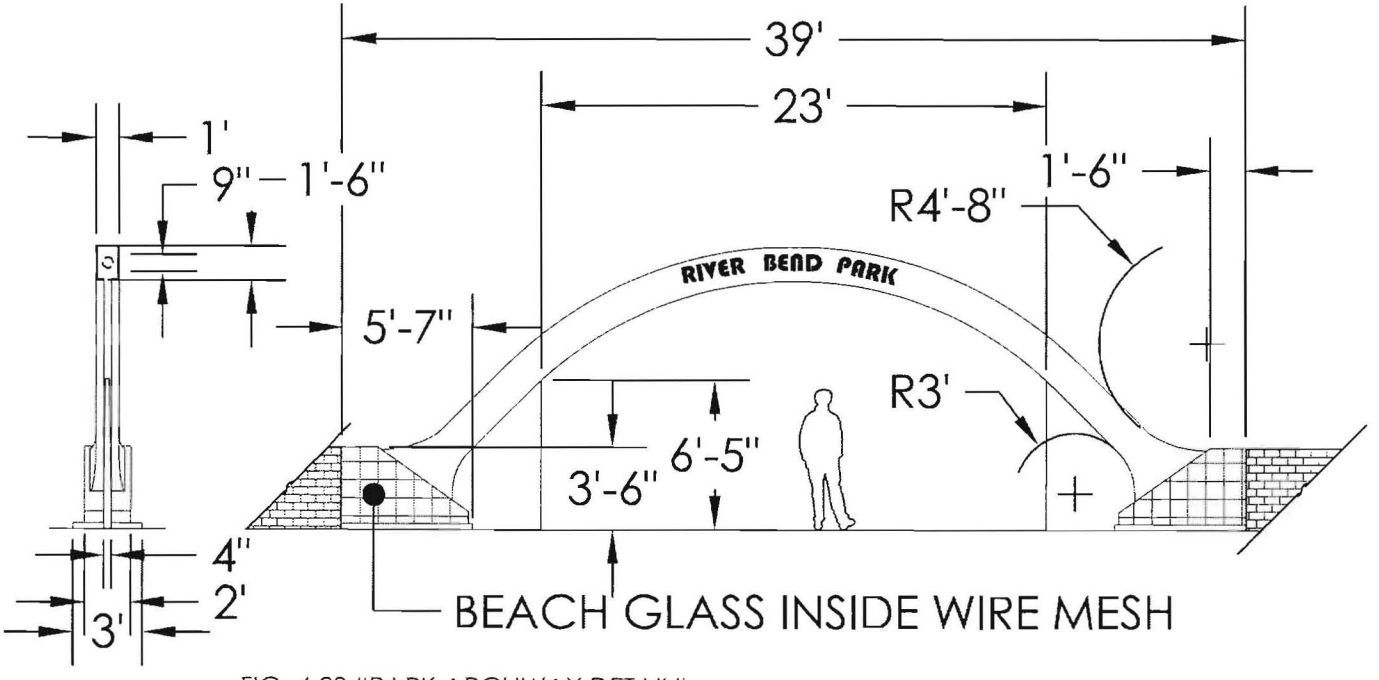


FIG. 4.32 "PARK ARCHWAY DETAIL"

Trail-heads are an important feature of the amenity plan. Whether developed within existing parks or as new Play Lots, Trail-heads serve as small gathering spaces and main entrances to the trail system. In addition to recreational benefits, each will help grow the character of the neighborhood through on-site features. For example, the awning / seating area in this trail-head represents the longhouses used by the Delaware Indians that lived in the region.

FIG. 4.33 "ABANDONED LOT"

TRAIL-HEAD

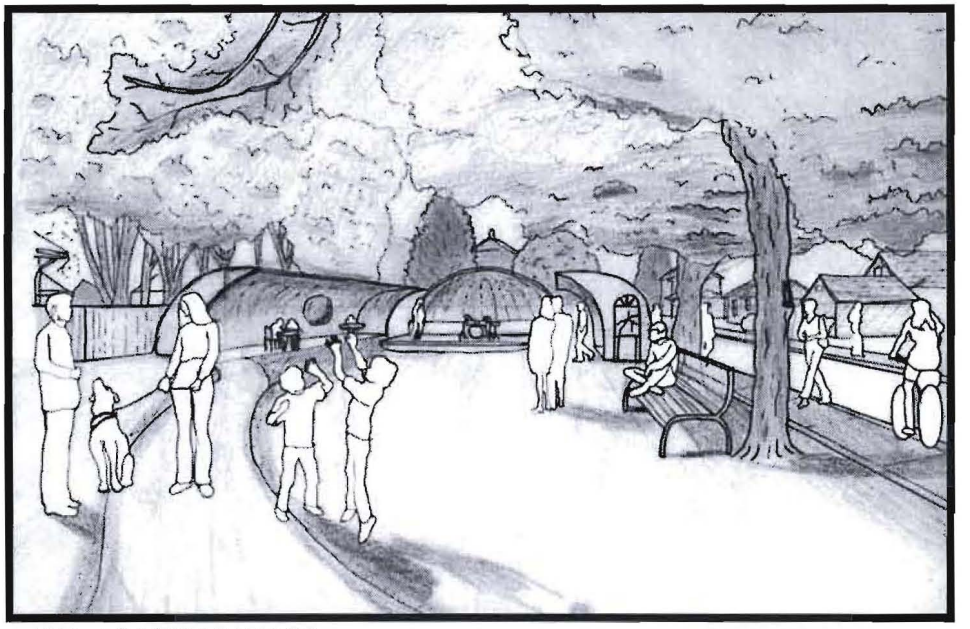


FIG. 4.34 "TRAILHEAD"

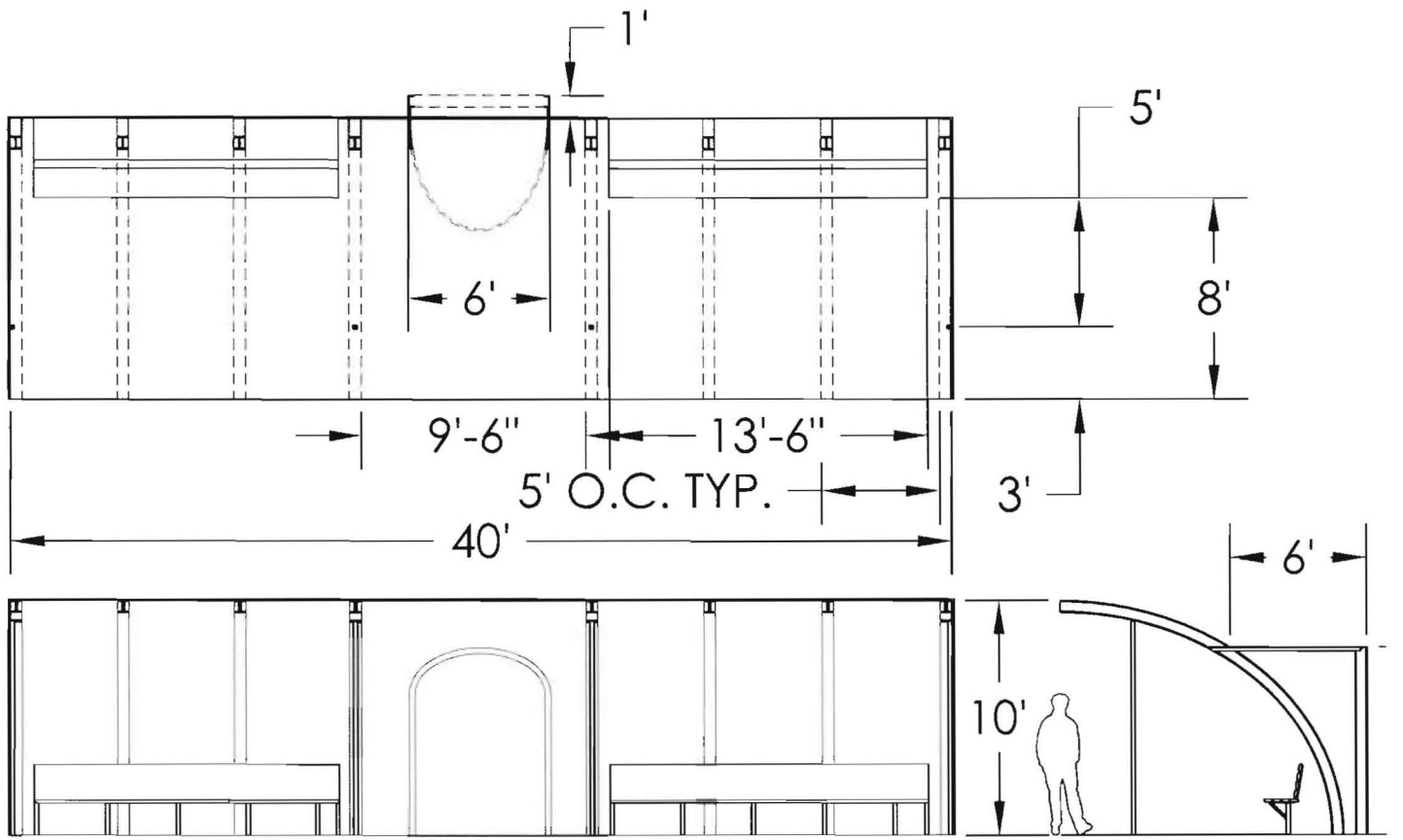


FIG. 4.35 "LONGHOUSE AWNING DETAIL"

BUSINESS INCUBATION ZONE

This Business Incubation Zone, located at 24th and St. Charles St., is an example of how a neighborhood B.I.Z. will work. While providing ~16,500 sq. ft. of office space per unit, the design of the buildings is such to blend in with that of the surrounding neighborhood, staying consistent with the neighborhood's character. As fledgeling business take up residence in these office spaces and eventually move on to larger accommodations, the structures can be easily converted to housing units. Along with the B.I.Z. is a trail-head to allow easy trail access for neighborhood residents and business employees.

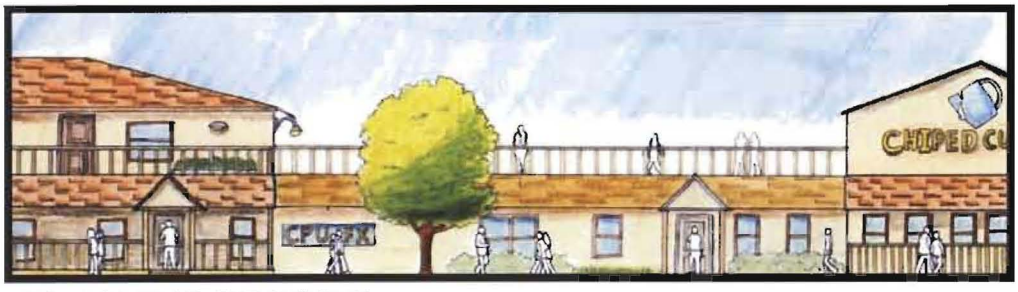


FIG. 4.36 "B.I.Z. ELEVATION"

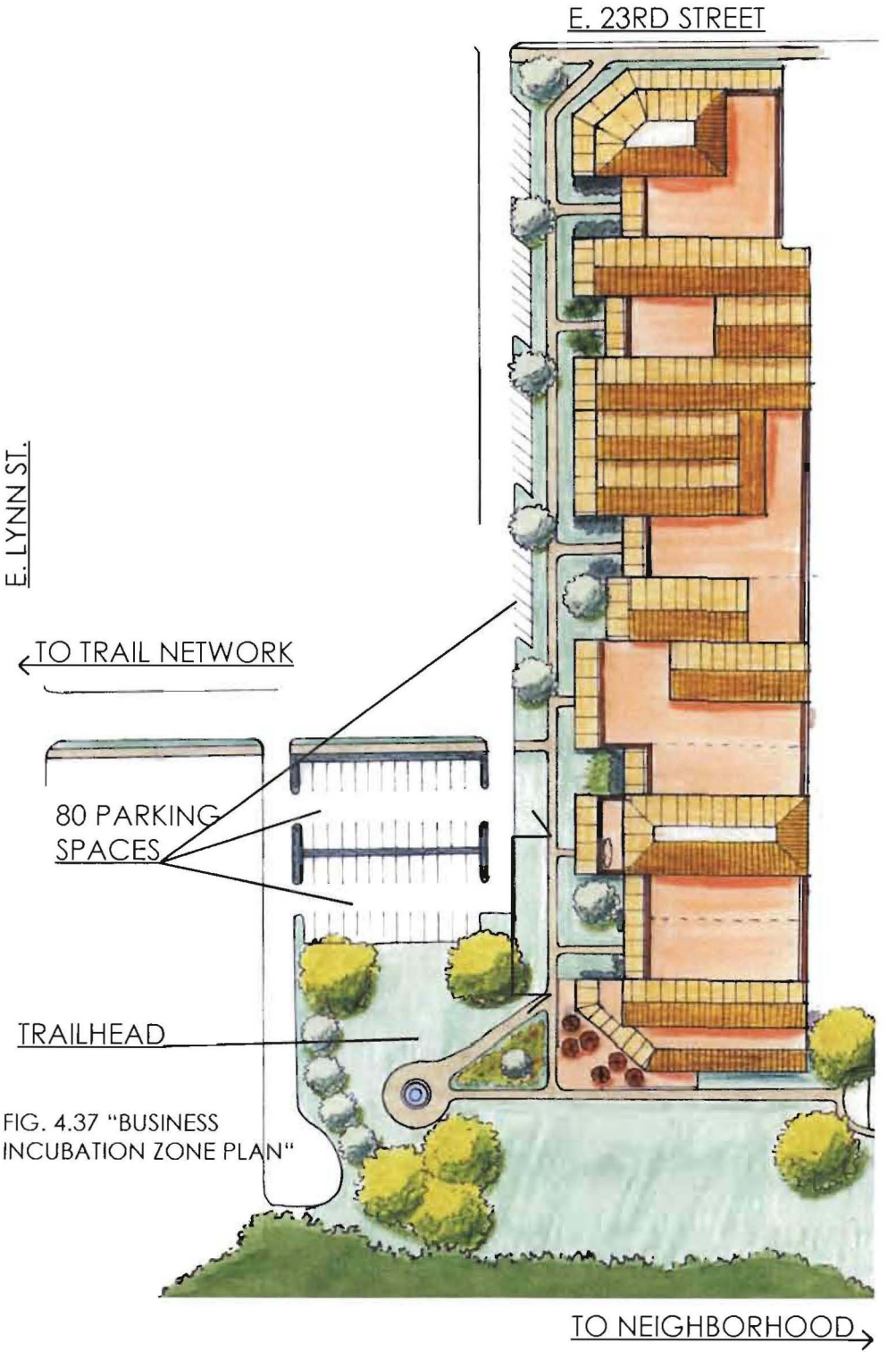


FIG. 4.37 "BUSINESS INCUBATION ZONE PLAN"

BUSINESS PARK

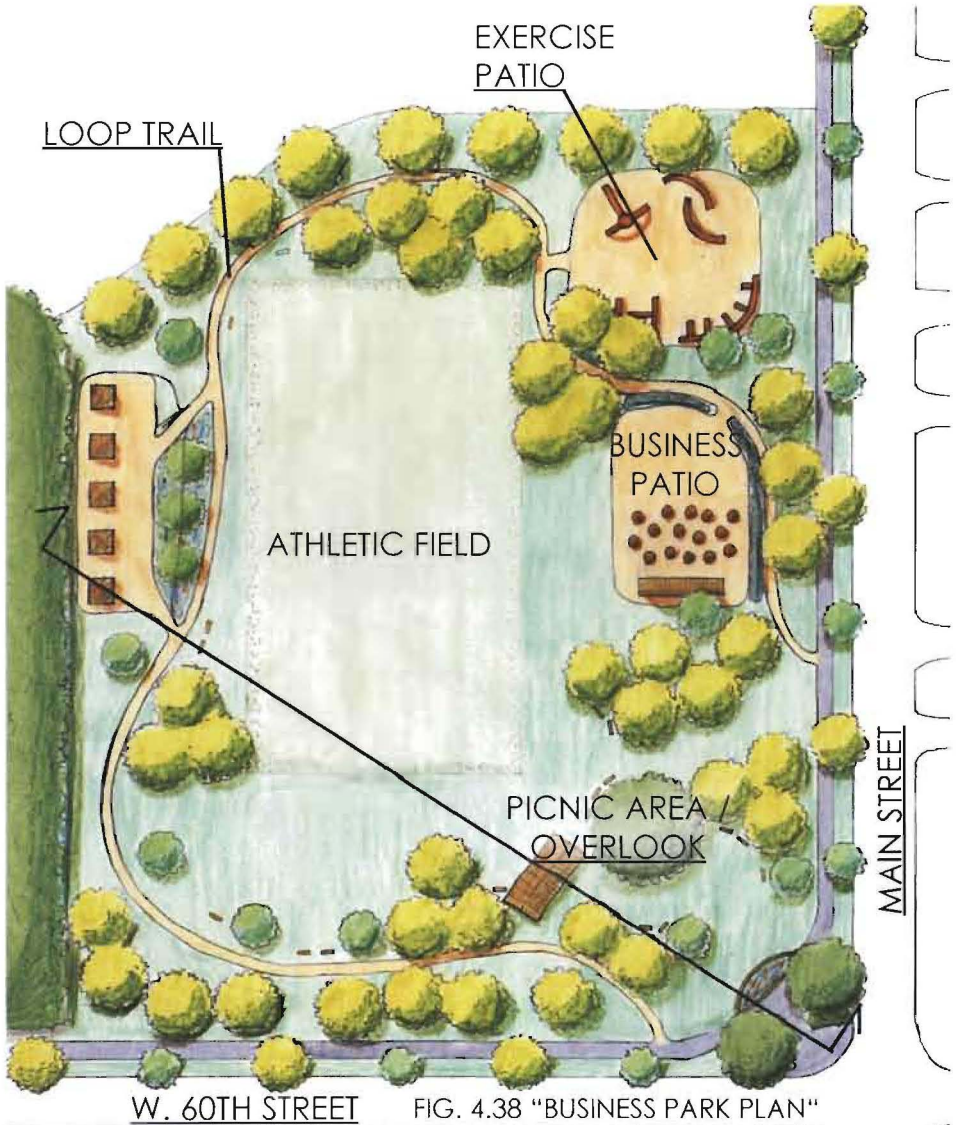


FIG. 4.38 "BUSINESS PARK PLAN"

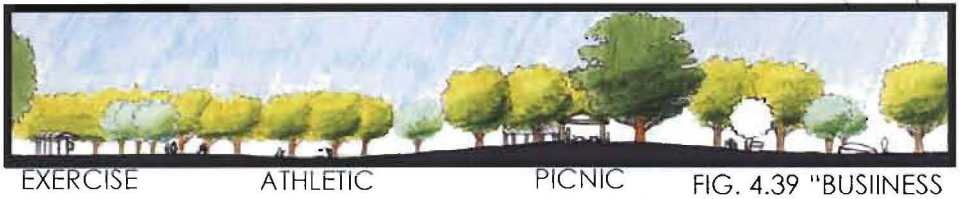


FIG. 4.39 "BUSIINESS PARK SECTION"

This Business Park is located on the far south side of Anderson and will be used for new industries that locate in the TIF district. It is designed for adult exercise and recreation. It also includes a patio for business meetings and events.

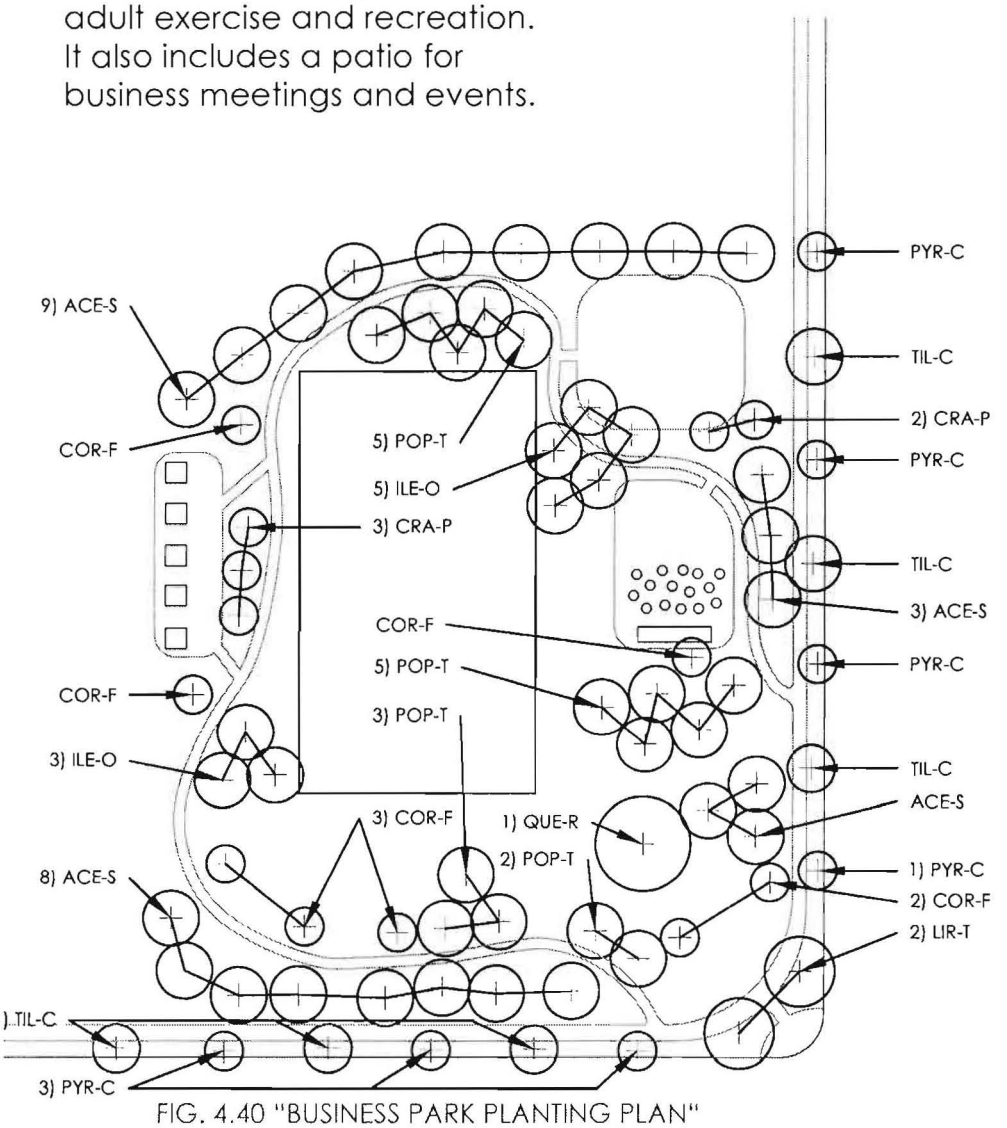


FIG. 4.40 "BUSINESS PARK PLANTING PLAN"

CONCLUSION

While the design process of this creative project lead to the development of an amenity plan for the City of Anderson, its ultimate goal is to foster economic growth for the city. By responding to the needs and features of the city, the amenity plan establishes the groundwork for attracting new businesses and industries.

The plan and phases presented are in no way a quick fix for Anderson, nor is it set in stone. This project will take at least five to ten years to fully complete. This estimate will fluxuate depending on the speed at which Anderson can attract new industries. During this time new research or community issues may surface and necessitate revisions to ensuing phases. Sites chosen for B.I.Z. lots, play lots, and other recreation facilities in phases three and four can be changed as long as the new site meets the requirements set out in the programing, goals, and objectives. Ultimately, this is a design that will grow during its implementation.

APPENDICES

CONTENTS

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ADDITIONAL FIGURES AND CHARTS

FIG. 6.1 "PARK AVAILABILITY BY NEIGHBORHOOD"

TABLE 5. ESTIMATED PARAMETERS FROM AGGREGATE CHANGE REGRESSION ANALYSES USING HIGH AMENITY x INTERSTATE HIGHWAY INTERACTION (ACCESSIBLE AMENITIES).

Explanatory Variables	Change in:		
	Population	Employment	Income
Intercept	2,684.5 (3.71)*	2,024.6 (3.75)*	84.4 (3.92)*
Initial Level	–0.4 (0.69)	0.03 (3.76)*	0.002 (6.50)*
Accessible Amenities	1,180.3 (1.98)*	1,534.9 (3.30)*	45.9 (2.48)*

FIG. 6.2 "NORTH EAST AMENITIES AND POPULATION GROWTH"

FIG. 6.3 "ANDERSON POPULATION DATA"

Anderson Population Data

Site Specific Data: (city-data; City of Anderson, U.S. Census)

Population: 1970: 70,787 2010: 56,129=20.7% population loss

Unemployment: 9.7% 5,834

Commuters: Into Anderson: 5,707
Out of Anderson: 13,903

Occupations:

Manufacturing / Production:	20.7% of workforce
Healthcare:	10.6%
Knowledge / Creativity:	3.7% of workforce

Education: High School Diploma or higher: 82.8%

CREATIVE INDUSTRIES IN THE NETHERLANDS

Table 4. Creative industries and employment growth in cities (1994–2004)

	I	II	III	IV (without Amsterdam)
% Creative industries		0.0058	0.0028	0.0015
		(4.68)***	(2.38)**	(1.03)
Control variables				
% Creative class	0.88		0.57	0.48
	(5.30)***		(3.73)***	(2.26)**
Population growth	1.17	1.27	1.14	1.24
	(6.67)***	(3.60)***	(4.87)***	(6.32)***
Congestion	-0.05	-0.13	-0.10	-0.06
	(-0.99)	(-3.7)***	(-3.6)***	(-1.79)*
(Lack of) sectoral diversity	-0.42	-0.57	-0.43	-0.36
	(-1.54)	(-2.6)***	(-2.03)*	(-1.33)
Share manufacturing	-0.27	-0.29	-0.20	-0.24
	(-1.56)	(-2.48)**	(-1.58)	(-1.74)*
Unemployment	-0.90	-0.48	-0.72	-1.03
	(-1.88)*	(-1.32)	(-2.21)**	(-2.93)***
Method:	*WLS*	*WLS*	*WLS*	*WLS*
N	31	31	31	30
R^2 adj.	44.0%	31.9%	47.1%	47.7%

Notes: *** p < 0.01; ** p < 0.05; * p < 0.1

FIG. 6.4 "NETHERLANDS CREATIVE INDUSTRIES"

FIG. 6.5 "POPULATION GROWTH AND AMENITIES"

TABLE 1. ADJUSTED R^2 CONTRIBUTIONS OF VARIABLE GROUPS FOR TOTAL POPULATION AND AGE COHORTS.

Panel B—Urban communities by age cohort

Variable grouping	Youth		Young adult		Adult		Early retiree		Elderly	
	Low	High	Low	High	Low	High	Low	High	Low	High
Amenities	0.041	0.692	0.082	0.683	0.057	0.448	0.067	0.365	0.052	0.276
[Mid]	[0.213]		[0.305]		[0.205]		[0.179]		[0.126]	
Economic	0.025	0.673	0.043	0.672	0.061	0.405	0.063	0.384	0.056	0.293
[Mid]	[0.198]		[0.279]		[0.188]		[0.187]		[0.152]	
Agglomeration	0.003	0.419	0.005	0.160	0.009	0.136	0.012	0.144	-0.002	0.097
[Mid]	[0.093]		[0.050]		[0.041]		[0.049]		[0.030]	
Human Capital	0.007	0.485	0.001	0.127	0.001	0.065	-0.001	0.103	0.020	0.033
Demographic	0.015	0.645	0.010	0.274	0.014	0.150	0.054	0.253	0.088	0.134
Regional	0.011	0.062	0.000	0.067	0.010	0.110	0.003	0.098	0.018	0.101

QTY.	Key	Botanical Name	Common Name
Deciduous Trees			
1	QUE-R	Quercus rubra	Red Oak
23	ACE-S	Acer saccharum	Sugar Maple
13	POP-T	Popululs tremuloides	Quaking Aspen
2	LIR-T	Liriodendron tulipifera	Tulip Poplar
6	TIL-C	Tilia cordata	Little Leaf Linden
8	ILE-O	Ilex opaca	American Holly
Ornamental Trees			
7	PYR-C	Pyrus calleryana	Callery Pear
5	CRA-P	Crategus phanopyrum	Washington Hawthorn
8	COR-F	Cornsu Florida	Flowering Dogwood

FIG. 6.6 "BUSINESS PARK PLANTING SCHEDULE"

Table 3

Percentage of Companies in Selected Categories Which Reported That Recreation and Park Amenities Were Relatively Important in Their Relocation, Expansion or Initiation Decision

Categories	Percentage Reporting Over 18 Points on Recreation/Parks/ Open Spaces (Table 1)	Percentage Reporting Somewhat, Very or Extremely Important (Table 2)
Moved From Within Colorado	53%	21%
Came From Outside Colorado	56%	31%
Companies That Were: Relocating	52%	33%
Expanding	62%	30%
Initiating	55%	32%
Located In: Denver Metropolitan Area	43%	33%
Other Urban Areas	64%	33%
Rural Areas	44%	12%
Size of Company: Small - 8 or fewer employees	77%	35%
Mid-Sized - 9 to 87 employees	51%	29%
Large - 88 or more employees	32%	18%
Business Field: Manufacturing	50%	27%
High Technology/R&D	65%	32%
Service	55%	31%
Retail/Sales/Gambling	45%	9%
Type of Company: Independent	67%	29%
Branch/Division	45%	19%
Corporate Headquarters	37%	35%
Extent to Which the Respondent Perceived His/Her Company to be Footloose:		
Not At All Footloose	43%	13%
Slightly or Somewhat Footloose	54%	29%
Very or Extremely Footloose	64%	42%
Percentage of Current Employees Who are Classified as Executives or Professionals:		
0 to 11%	48%	16%
12 to 60%	53%	25%
63 to 100%	61%	39%
Percentage of Employees Who Relocated With the Company Who were Classified as Executives or Professionals:		
0 to 25%	53%	12%
27 to 90%	39%	37%
100%	75%	24%
Most Important Concern in Relocation was the Ability to Attract and Retain Skilled or Professional Personnel (Rather than Existence of Labor Force or Cost of Doing Business):		
Ranked #1	76%	44%
Ranked #2	47%	22%
Ranked #3	43%	23%
Ultimate Decision Maker:		
Relocated With the Company	56%	33%
Did Not Relocate With the Company	46%	13%

FIG. 6.7 "INDUSTRY RELOCATION SURVEY RESULTS" (LOVE ET AL)

INTERVIEW QUESTIONS

General Questions

1.What do you think defines or characterizes the city of Anderson from others in Indiana or the nation?

2.What do think Anderson's greatest natural resource is?

3.What feature do you feel would have the greatest benefit for Anderson's physical quality of life? i.e. improved parks, greenways, trails, plazas, social gathering spaces, etc.

4.Briefly describe the character of Anderson as you would to a friend, family member, or someone who wants to know more about the city.

5.What events or festivals would the city like to program, but does not have the facilities for?

6.To your knowledge, have any companies or businesses chosen to locate in Anderson due to its amenities or chosen not to locate here due to a lack of amenities?

7.What is public opinion on quality of life amenities in and around Anderson? (positive, negative, opinions on specific features)

Kevin Smith (Mayor of Anderson)

1.What businesses and industries does the city want to attract in the near future?

2.Do you see information, knowledge, and creativity-based industries becoming a substantial part of Anderson's economy?

3.What role does the city see its parks and recreation facilities playing in its future growth?

4.Where are new industries, offices, and businesses likely to locate within the city?

5.What neighborhood of the city needs the most development?

Doug Zook (Parks and Recreation)

1.What is the mission of Anderson's Parks and Recreation Department?

2.What is the most valuable physical quality of life amenity present in the city?

3.What physical quality of life amenity requires the most improvement?

4.What neighborhood or region of the city needs amenities the most?

5.What neighborhood or region of the city is most conducive to amenity development?

6.Are there any park systems in other cities that Anderson would like to be like?

7.In your professional opinion, what does Anderson's park system need to be "complete"?

8.What non-automobile transportation options are available for citizens? Are there bike lanes, greenways, or other alternate transportation options?

9.Where are new industries and businesses likely to locate within the city?

10.What community wide programs does the parks department run during the year and what facilities do they use for these activities?

LIST OF FIGURES